

A Work Project, presented as part of the requirements for the Award of a Master's degree in
International Management from the Nova School of Business and Economics.

Leadership in Crisis Communication: A Systematic Literature Review

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Work project carried out under the supervision of:

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17/12/2024

Abstract

This systematic literature review examines the interaction between leadership styles and crisis communication attributes during the COVID-19 pandemic. Analyzing the four primary leadership styles that emerge in the literature – transformational, adaptive, collaborative and decentralized – their unique contribution during times of crisis is identified. Transformational leaders inspire through empathy and vision; adaptive leaders are characterized by flexibility and transparency; collaborative leaders emphasize inclusivity and decentralized leaders value delegation. The findings highlight sector-specific applications in education, healthcare, and public administration. They show that leadership plays a central role in managing uncertainty. The study creates a framework that links leadership styles, communication attributes and outputs, providing a basis for future sector- and crisis-specific research.

Keywords: Crisis Leadership, Crisis Communication, Covid-19, Crisis Management

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

1. Introduction

“Factors and forces in an organization’s external environment are discontinuous, do not fit neatly together in a pattern, are not interdependent, homeostatic, linear or highly predictable, and therefore, it can cause both ‘destruction’ and ‘creativity’ within an organization’s internal environment” (Burke 2008, 2).

In crises, the traditional, linear approach to leadership and communication often does not seem to work (Burke 2008). Instead, leaders must be able to respond to chaotic and dynamic circumstances to guide the organization through destructive phases while promoting solutions. Traditional approaches involve leaders being primarily responsible for strategic planning, goal setting, and performance improvement, but responsibilities have shifted (Lockwood 2005; Madu 2012). Accordingly, leadership is not only a critical factor in the day-to-day operations of an organization but also plays a crucial role in times of crisis. It could be argued that managers and key corporate communicators are entering uncharted territory, making appropriate communication in organizations more important to maintain or promote employee well-being. The COVID-19 pandemic, emerging in late 2019, dramatically underscored the need for output-related leadership styles adapted to specific sectors.

The World Health Organization (WHO) first communicated the outbreak of a novel coronavirus, COVID-19, on January 22, 2020, following the first disease cases in the Chinese province of Wuhan in December 2019 (World Health Organization 2021). On January 30, the WHO declared the virus a “public health emergency of international concern (PHEIC),” and on March 11, COVID-19 was officially recognized as a global pandemic (World Health Organization 2021; Voidarou et al. 2023). The WHO had a strategic response plan with objectives such as limiting transmission, combating misinformation, and mitigating the social and economic impact of the pandemic (World Health Organization 2021). However, the pandemic became one of modern history’s most severe global crisis and profoundly impacted public health, the economy, and organizational structures.

The ability of organizations to overcome a crisis like this one depends largely on leadership. In addition to managing operational disruption, leaders need to provide clarity, transparency, and emotional reassurance to maintain the trust and commitment of stakeholders. New Zealand government leader Jacinda Ardern demonstrated the transformative power of empathetic and decisive communication, boosting public commitment and morale (McGuire et al. 2020; Voina and Stoica 2023). Conversely, the lack of effective leadership and communication in some organizations and governments exacerbated confusion and mistrust, highlighting the drastic consequences of leadership gaps in times of crisis (Rameshan 2021; Förster et al. 2022).

Crises are, by definition, low-probability but high-impact events that require quick decision-making and strategic flexibility (Wang 2008; Johansen, Aggerholm, and Frandsen 2011). They not only pose a threat but also offer opportunities for organizational learning and long-term change. Leadership plays a dual role in these contexts: it must address the immediate challenges while promoting long-term resilience (Förster et al. 2022). The pandemic, with its unique combination of health, economic, and social crises, has exposed gaps in organizational preparedness and highlighted the need for tailored leadership strategies to deal effectively with uncertainty.

This study aims to examine the relationship between leadership, communication, and crisis scenarios, while highlighting the critical factors that influence these dynamics. Through a systematic review of suitable literature, insights will be gained into how leadership styles and communication strategies can influence organizational outcomes in crisis situations. The paper addresses gaps in the understanding of the interplay between these components, examining effectiveness in different sectors.

The paper is structured as follows: chapter two explains the terminological and conceptual foundations of crisis leadership and crisis communication. Subsequently, chapter three describes the literature research procedure. The next chapter presents results and findings from

research on the relationship between leadership styles and crisis communication, including key topics like important communication attributes of leaders, the impact of leadership styles on the organizational outcome, and contextual factors that enable an effective response. Finally, chapter five explains the reliability and validity of the study while giving an overview of the theoretical contribution. It also suggests directions for future research based on the limitations given and ultimately draws a conclusion based on the results.

2. Terminological and Conceptual Foundations

Leadership can significantly influence a company's response to a crisis through collective intuition and understanding, as well as the ability to recognize a crisis in the first place (Buhagiar and Anand 2021). Additionally, leaders are believed to have the answers to questions of uncertainty during a crisis (Heide and Simonsson 2021). They are aware of the expectations placed on them and the importance of adequate communication that the public or stakeholders seek. These elements highlight the two core components that are central to the work's key concepts: firstly, crisis leadership, and secondly, crisis communication. Therefore, the following chapter provides a brief overview of these two concepts of crisis management.

2.1 Crisis Leadership

Objectively defined, leadership is the incremental influence of position holders on a system to maintain and/or change it (Osborn, Hunt, and Jauch 2002; Probert and James 2011). Moreover, leadership is a social construct that “may vary considerably across time and across firms” (Osborn, Hunt, and Jauch 2002, 805). In times of crisis, which are usually characterized by a high degree of uncertainty and ambiguity, those affected often feel insecure, which has a negative impact on their actions (Lee et al. 2020; Heide and Simonsson 2021; Yeomans and Bowman 2021). Accordingly, recognizing these uncertainties and subsequently making effective decisions is crucial (Boin et al. 2010; Watkins and Clevenger 2021). Consequently, leadership during crises requires “strategic foresight with immediate actions” (Förster et al.

2022, 633), cultivating resilience through flexible and dynamic behaviors. Leadership in a crisis context is a prerequisite for cultivating a proactive organizational climate and culture, which is generally created by the personal characteristics of a leader (Buhagiar and Anand 2021). Leadership styles such as transformational (Simonsson and Heide 2018; Buhagiar and Anand 2021; Sellnow-Richmond et al. 2021; Kneuer and Wallaschek 2022; Hahang, Bayraktar, and Jiménez 2022), charismatic (Buhagiar and Anand 2021) or destructive (Buhagiar and Anand 2021; Smith and Akstinaite 2022) leadership also play a crucial role and have a decisive influence on results. This influence is rooted in the fact that these styles positively influence stakeholders through effective communication. Leaders employing these approaches can understand emotions and express concerns to create task-oriented communication (Buhagiar and Anand 2021; Meganck, and Basnyat 2023). It should be noted that destructive leadership tends to be cited as a negative example, as it involves hubris, rejection of expert advice and ideologically motivated behaviors that lead to ineffective crisis management (Smith and Akstinaite 2022). Other important leadership styles in the context of COVID-19 include adaptive leadership (McNamara 2020; Dwivedi et al. 2020; Kachniewska and Para 2023; Anand et al. 2024; Su 2024) in which leadership strategies are tailored to the readiness of employees and situational demands, or collaborative leadership (Dwivedi et al. 2020; De Voto and Superfine 2023; Kukul, Thakur, and Jena 2023) which emphasizes the importance of collective action and shared responsibility and knowledge (Smith and Akstinaite 2022; Voina and Stoica 2023).

2.2 Crisis Communication

Crisis communication can be understood as an examination of how the organization manages the crisis and refers to “the actions of an organization, during and after a crisis event has occurred – crisis and postcrisis stages” (Marson 2019, 165). Successful crisis communication aims to re-establish control, solve problems and restore reputation in the eyes of stakeholders

and the public (Marson 2019). Leadership is an important factor in crisis communication; there is a relationship between the two components (Tourish and Jackson 2008; Heide and Simonsson 2021). The Leadership role is to make sense of crises and “develop meaning for others with leadership communication” (Yeomans and Bowman 2021, 3). That means leaders must provide clear, factual, and honest information while addressing emotional needs (Watkins and Clevenger 2021; McGuire et al. 2020) because crises are characterized by many actors with often conflicting information (Yeomans and Bowman 2021). Crisis communication supports the resilience of organizations by considering communication as an integral part of crisis management, whereby researchers view discourses as dynamic, context-dependent, and processual (Heide and Simonsson 2015). Effective crisis communication “must deal with both issue management during the crisis and reputation management when the crisis is over” (Marsen, 2019). Moreover, communication must be open and transparent since it fosters trust and helps maintain engagement during uncertain times (Smith 2022). Internal crisis communication must engage employees in sensemaking and decision-making rather than treating them as passive recipients of information (Heide and Simonsson 2021).

3. Methodology

The primary aim of this thesis is to map out the existing knowledge on the relationship between leadership and effective crisis communication. Given the defined scope and the problem addressed in this study, this chapter intends to present the methodology used to answer the research question and construct a theoretical framework about the interface of leadership and its role in crisis communication.

3.1 Research Design: Systematic Literature Review (SLR)

A systematic literature review “can be used to summarize large bodies of research and generate new insights” (Littell, Corcoran, and Pillai 2008, 1). Consequently, the aim is to comprehensively present research findings on a particular topic while following transparent

and repeatable procedures (Littell, Corcoran and Pillai 2008). To achieve this goal, SLR follows a strict protocol with predefined concepts and methods to minimize the impact of potential biases or errors in the overall results.

The methodology of an SLR typically involves five main steps:

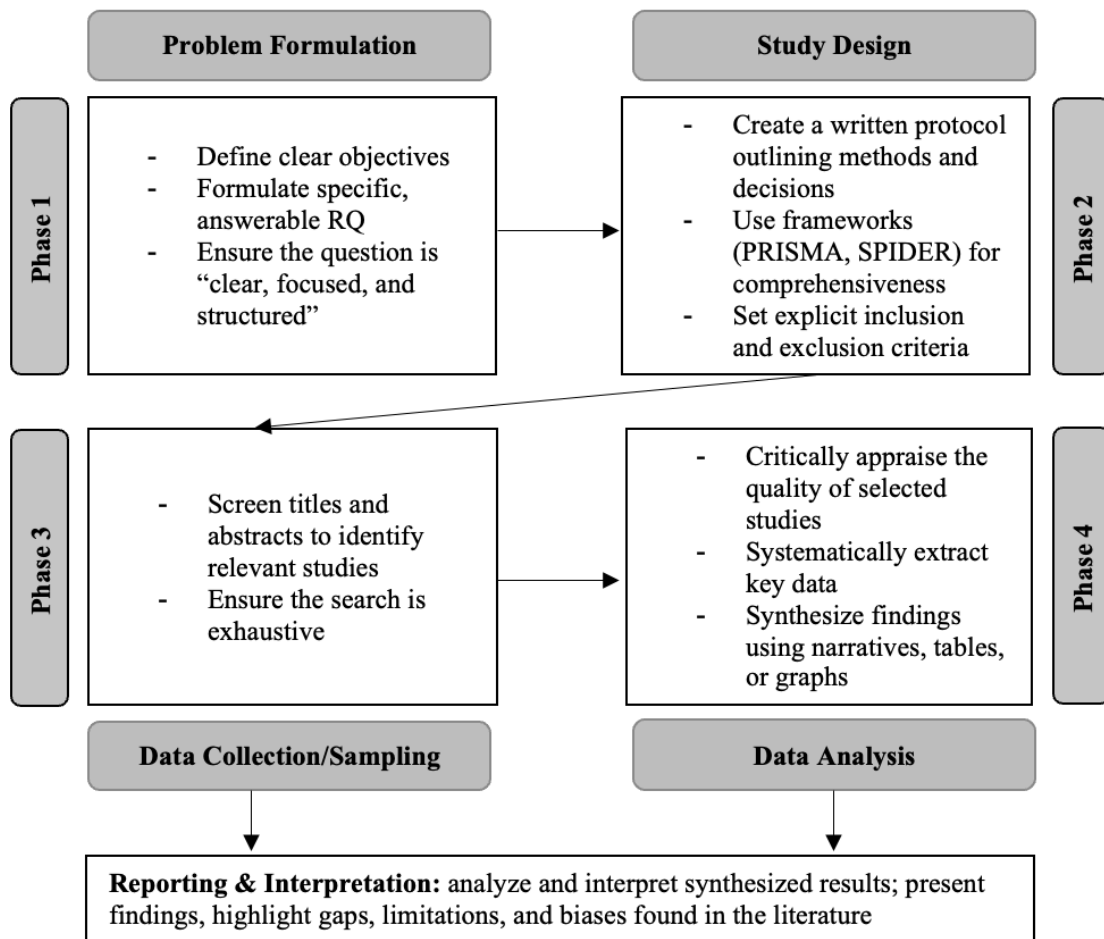


Figure 1: Overview of the SRL process

Source: Own illustration based on Littell, Corcoran, and Pillai 2008; Petticrew and Roberts 2006; Tranfield, Denyer, and Smart 2003

First, the problem formulation establishes the foundation for the entire process. This phase develops a clear, focused, and structured research question (RQ) to guide the review (Tranfield, Denyer, and Smart 2003). Next, a comprehensive protocol is created in the actual study design phase, detailing the research strategy, including inclusion and exclusion criteria and the methods used. A structured approach ensures that all pertinent studies are captured, reducing the potential for bias (Petticrew and Roberts 2006). In the third phase – data

collection – titles and abstracts of potentially relevant studies are screened based on the pre-defined criteria. This step is essential to capture all pertinent studies, thereby conducting a comprehensive search of relevant literature and mitigating bias. The selected studies must be critically assessed in the data analysis phase. This involves systematically extracting key data from the studies to ensure methodological rigor. Findings are then synthesized using narrative summaries, tables, or graphs to present the results in an understandable format (Littell, Corcoran, and Pillai 2008). The synthesis allows for mapping areas of uncertainty and identifying gaps in the research that warrant further investigation (Tranfield, Denyer, and Smart 2003). Finally, the reporting and interpretation phase aims to analyze and present the synthesized findings in a structured manner. A well-conducted SLR provides a clear summary of the outcomes, including any limitations or biases identified in the reviewed studies. This is important as “it is possible to produce two similar reviews that come to entirely opposite conclusions” (Petticrew and Roberts 2006, 3).

3.2 Research Strategy

Developing a comprehensive search strategy that includes multiple databases is essential for a high-quality literature review (Petticrew and Roberts 2006). To systematically identify relevant publications on leadership and crisis communication, searches were conducted using the electronic databases *Web of Science* and *Scopus*. These databases were selected due to their extensive coverage of peer-reviewed journal articles across relevant disciplines (Falagas et al. 2008). The initial search strategy utilized broad keywords, with “leadership” and “crisis communication” as foundational terms. Creating composite search queries refined the search and captured more specific results. The final search string was as follows: (*"Leadership" OR "Leader" OR "Manager" OR "Executive"*) AND (*"Crisis Communication" OR "Communication during Crisis" OR "Crisis Management" OR "Risk Communication"*).

This approach ensured a comprehensive coverage of relevant literature by incorporating

variations of each keyword and yielded 5,240 search results, with 1,490 records from *Web of Science* and 3,750 from *Scopus*. To refine the dataset and ensure the selection of high-quality studies, several filters were applied sequentially. First, the results were limited to articles and reviews only, as these publication types are generally peer-reviewed, thereby providing reliable and scientifically relevant information (Petticrew and Roberts 2006; Denyer and Tranfield 2009; Booth, Papaioannou, and Sutton 2011). This step reduced the number of records to 4,120. Additionally, the search focused on English-language publications, which further narrowed the dataset to 3,950 records. This decision was both practical and aligned with the fact that it is the dominant language in scientific communication (Hamel 2007). Afterwards, the scope was further refined by limiting the subject areas to those most relevant to the research topic, like “Business, Management and Accounting” and “Communication”. This adjustment was necessary to ensure that the selected studies were situated within fields directly related to leadership in crisis communication, thereby enhancing the contextual relevance of the findings. As a result, this process reduced the number of records to 2,340. To refine the selection process further, a thematic filter was applied using specific keywords like “crisis communication,” “crisis management,” and “leadership”. These terms were selected after analyzing the titles and abstracts in *Voyant Tools*, a program designed for scientific corpus analysis. The analysis showed that these terms were highly prevalent in the literature (see Figure 2). As a result of this final filtering step, the dataset was narrowed to 303 articles. After removing duplicates, a total of 292 unique entries remained.

3.3 SPIDER Framework

The SPIDER framework can be a supporting tool for formulating research questions or can also be used as part of the narrowing down process of the literature – as in the case of this SLR (Cooke, Smith and Booth 2012). This is advantageous in that it only includes studies that are truly relevant to the specific research interest. Consequently, using this approach improves the efficiency of the review and contributes to methodological clarity and reproducibility (Littell, Corcoran and Pillai 2008). SPIDER stands for “Sample”, “Phenomenon of Interest”, “Design”, “Evaluation”, and “Research Type” and includes not only quantitative research but also qualitative and mixed research methods (Cooke, Smith and Booth 2012).

After using these components, the research question is formulated as follows: *“How can specific leadership styles in combination with effective crisis communication foster efficient organizational outcomes during the COVID-19 pandemic?”*.

3.4 Data Extraction and Analysis

Data extraction is a structured process of identifying and coding relevant data from the selected studies (Hazaa, Almaqtari, and Al-Swidi 2021). This step also determines the final number of articles included in the present study. Additionally, it is important to create a data extraction form to standardize the process and ensure that the same information is extracted from each study to reduce the risk of bias in the data (Petticrew and Roberts 2006). In this case, a categorization of key sources in the form of a table ensures clarity and intuitiveness (see Appendix 2). The table captures key details such as study objectives, methodologies, main findings related to the RQ, important quotes from the literature, and limitations. This approach facilitates the identification of patterns, emerging trends or knowledge gaps in the literature, which form the basis for the synthesis (Tranfield, Denyer, and Smart 2003; Petticrew and Roberts 2006).

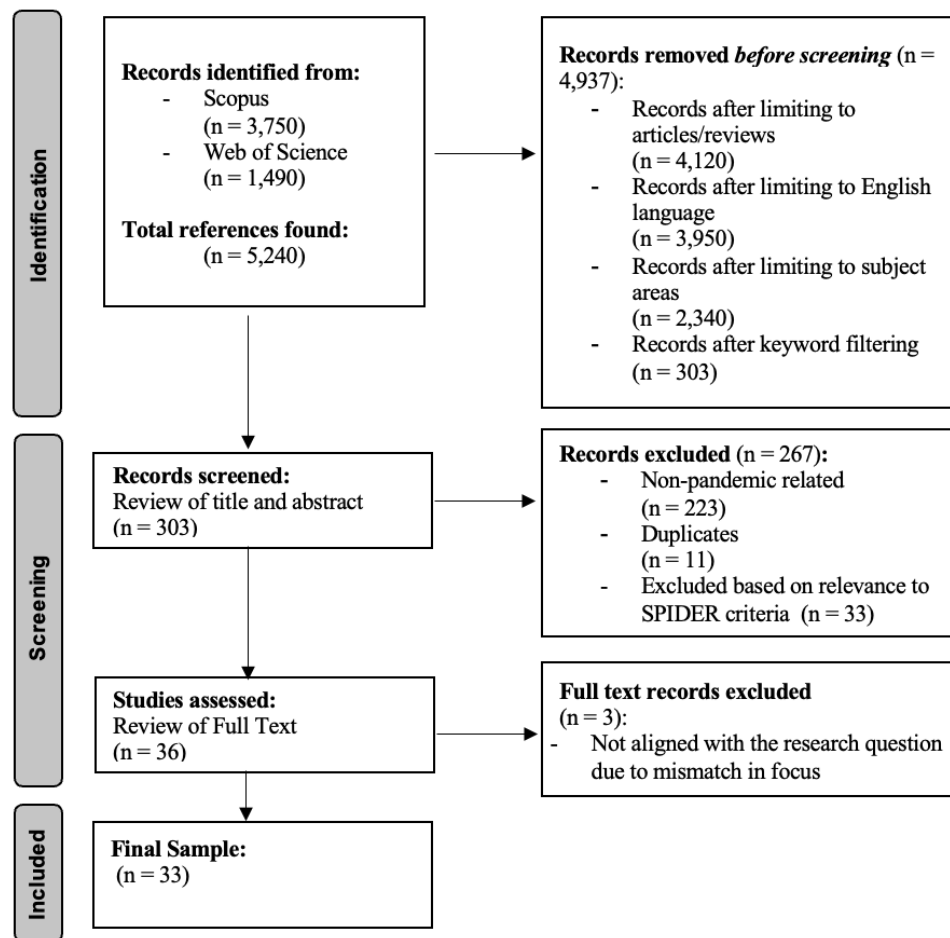


Figure 3: PRISMA flow diagram
Source: Own illustration based on Moher et al. 2009

4. Results

The next step is to synthesize the evidence, which involves summarizing the results of the included studies. Petticrew and Roberts (2006) explain that this can be quantitative (meta-analysis) or qualitative, depending on the type of data. In this study, a hybrid synthesis approach was carried out. Firstly, the findings in the form of patterns resulting from the data extraction were categorized thematically to identify leadership styles, matching communication attributes, organizational outcomes achieved, and relevant sectors (see Figure 4). This process adheres to the principles of qualitative synthesis and focuses on the visualization and first interpretation of relationships in the data.

Secondly and as follows a narrative synthesis will be conducted to contextualize the findings

and results through vivid examples and thematic explanations. The analysis focuses on four leadership styles – transformational, adaptive, collaborative, and distributed – since these were the most frequently mentioned in the sampled literature and in relation to the COVID-19 pandemic. By narrowing the scope to these styles, the study ensures a focused and in-depth exploration of leadership approaches in crisis communication.

4.1 Transformational Leadership

Transformational leadership emerged as a crucial framework during the COVID-19 crisis, as the focus of this leadership style is on organizational efficiency and the alignment of employee efforts with leader-defined goals (McNamara 2021). Important communication focal points in this leadership style are visionary thinking, motivational engagement, and an empathic approach, which are key to fostering trust and ensuring team engagement in times of crisis (Simonsson and Heide 2018; McGuire et al. 2020; Buhagiar and Anand 2021; Kim, Meganck, and Basnyat 2023). The ability of “meaning-making and empathetic communication” (Kim, Meganck, and Basnyat 2023, 485) is emphasized in this leadership style because it addresses the psychological and informational needs of employees to build trust and sustain organizational cohesion. In practice, this includes delivering consistent and clear protocols to minimize uncertainty and increase motivation through the given transparency within the organization. Yeomans and Bowman (2021), for example, highlight the importance of “reassurance narratives” (10), through which managers responded to employees' concerns and provided stability. Moreover, leaders used motivational communication strategies to inspire teams, linking individual roles to the broader organizational vision (Buhagiar and Anand 2023). This is consistent with the visualization results (Figure 4), which link empathic and motivational communication attributes with outcomes such as trust building and team engagement in all relevant domains. The ability to reassure and inspire in uncertain times is key to building collective resilience and maintaining morale (McNamara 2021).

The outcomes associated with transformational leadership during the pandemic have been particularly significant in sectors such as education and business organizations. Examples include higher education, where the disruption of face-to-face learning required strong relational communication to manage expectations and anxiety (Sellnow-Richmond et al. 2021). The sudden shift to online teaching demanded that leaders address the emotional needs of students and faculty while maintaining academic continuity. McNamara (2021) argues that leaders in this sector achieved success by combining “empathy with strategic foresight, ensuring alignment between organizational goals and the well-being of faculty and students” (8). At the same time transformational leaders were eager in fostering resilience by emphasizing collective well-being and shared responsibility. A key task here was motivational messaging during school closures which helped minimizing stakeholders’ anxiety and disruption with the focus on long-term recovery goals (McLeod and Dulsky 2021; Sellnow-Richmond et al. 2021).

In corporate settings, the transformational leadership style was vital in maintaining operational efficiency while facing problems with disrupted supply chains and remote work challenges, for example. The “empathic engagement and visionary planning” (McGuire et al. 2020, 364) enabled organizations like multinational enterprises (MNEs) to adapt strategies quickly and sustain employee morale. This was achieved through the support and use of digital communication platforms to maintain the contact with employees or with “personalized messages to highlight employees’ contributions and connect their efforts to the organization’s survival and growth during the crisis” (Buhagiar and Anand 2023, 419).

Transformational leadership has also been a proven tool in public administration during the COVID-19 pandemic. Leaders such as Jacinda Ardern, the former Prime Minister of New Zealand, “combined empathetic narratives with decisive actions, mobilizing public trust and compliance” (Voina and Stoica 2023, 144). Leaders who pursued this style of governance

aimed to inspire the public through visionary communication that connects individual actions to broader societal goals. This approach was crucial during COVID-19 as it promoted unity and adherence to public health measures, as seen in the example of the Prime Minister of New Zealand.

4.2 Adaptive Leadership

Adaptive leaders focus on flexibility, transparent communication, and problem-solving navigation throughout a crisis (Yeomans and Bowman 2021; McLeod and Dulsky 2021; Su 2024). During the COVID-19 pandemic, this leadership style employed situational responsiveness, connecting available resources to evolving conditions (McLeod and Dulsky 2021; Su 2024). Hereby, transparency was – like in the transformational leadership style – a key component in the communication process of adaptive leaders to build trust among employees and stakeholders (Su 2024). Unlike transformational leadership, which inspires through vision and motivation, adaptive leadership focuses on iterative feedback and proactive adjustments to maintain operational continuity (Boin and Lodge 2021; Su 2024). For this reason, leaders helped staff manage change, reduced anxiety and fostered a sense of belonging to provide confidence and clarity during rapid shifts in daily operations (Yeomans and Bowman 2021; Hahang, Bayraktar, and Jiménez 2022).

This leadership style, with its communicative attributes, is specifically important in the health sector, where resource constraints and a high-pressure environment require continuous problem-solving (Su 2024). Consequently, it has enabled rapid adjustments to protocols and processes, such as expanding the capacity of the intensive care unit or redeploying staff when urgently needed (Su 2024).

Moreover, this style guided the transformation to online learning in education. This “context-specific communication” (McLeod and Dulsky 2021) facilitated capacity building by training teachers in distance learning technologies while ensuring equal access to resources (Yeomans

and Bowman 2021). The reason for this is that transparent and solution-oriented communication promotes team cohesion and enables effective decision-making while maintaining the trust in the iterative problem-solving process of those involved and affected (Hahang, Bayraktar and Jiménez 2022).

4.3 Collaborative Leadership

Collaborative leadership prioritizes joint decision-making and integrative communication through open dialogue, inclusivity, and transparency to foster alignment among stakeholders (De Voto and Superfine 2023; Wardman 2020). By emphasizing the prompt and conscientious sharing of existing information in combination with regular updates, this leadership style reduces uncertainty and builds trust, particularly in complex crisis environments (Smeureanu and Diab 2020; McLeod and Dulsky 2021). This so-called “pluralistic leadership approach” (Wardmann 2020, 1094), which involves multiple actors in the development of solutions for example “prevents the over-centralization of authority” (Smith and Akstinaite 2023, 10) while maintaining alignment with organizational goals. Consequently, effective collaborative leaders operate not as solitary figures but as facilitators who unify groups to achieve common objectives (Wardmann 2020).

Since “health crises necessitate collaboration between governments, local organizations, and the public to ensure effective responses” (Wardmann 2020, 1095), collaborative leadership proved essential for decentralized crisis responses. Adaptive capacities and collective resilience got strengthened through this goal sharing approach by ensuring that politics reflected local realities during the crisis times. For example, coordinated efforts between government and local health providers helped to mitigate misinformation and increased compliance with the public health measures (Wardmann 2020). As a result, this approach leveraged communication as a tool for collective sense-making, as well as shared responsibility, and it improved collaborative leaders’ ability to manage resources and

coordinate responses, ultimately improving health outcomes (Wardmann 2020; Smith and Akstinaite 2023).

In educational institutions, collaborative leadership fostered inclusivity by involving teachers, parents, and administrators in discussions to ensure that decisions were contextually relevant and widely supported (McLeod and Dulsky 2021). De Voto and Superfine (2023) observe, “leaders who fostered leadership networks and focused on instructional inquiry were better equipped to respond effectively to unprecedented crises” (371). Another characteristic of collaborative leadership is the alignment of stakeholders around common goals, enhancing engagement and developing effective crisis management strategies. Accordingly, and driven by inclusivity and a common goal in mind, leaders worked together with faculty and students on appropriate crisis management strategies (Smith 2020). Moreover, “communication at all levels and between all stakeholders was enhanced by the use of technological tools” (McLeod and Dulsky 2021, 3) in educational settings to maintain this inclusivity and knowledge sharing during the pandemic. Leaders relied for example on tools such as management systems and videoconferencing platforms, which allowed for seamless collaboration (McLeod and Dulsky 2021). Overall, schools that adopted a shared governance framework were able to align operational priorities with the emotional and psychological needs of students and staff, which contributed to de-escalation, and consequently, effective crisis management (De Voto and Superfine 2023).

4.4 Distributed Leadership

A distributed leadership model means delegating decision-making authority to appropriate team members or subgroups while retaining overall responsibility. This creates a “recovery through distributed problem solving and innovative business process adjustments” (Kukul et al. 2024, 472). The delegative structures involved help to address both immediate operational needs and longer-term goals such as promoting emotional and corporate well-being (De Voto

and Superfine 2023), enabling teams at different levels to make decisions without having to wait for hierarchical approvals. This improves responsiveness to dynamic challenges through empowerment and network-oriented delegation (De Voto and Superfine 2023).

Sharing resources also plays an important role, as the distribution of responsibilities allows organizations to use their resources more efficiently, especially in large-scale projects such as MNEs or projects in the public sector (Wardman 2020). The way leaders communicate is characterized by empowering and motivating language to instill confidence in team members and encourage them to take ownership of tasks and decisions. Stakeholders feel supported and valued through the delegative leadership style, which promotes innovation and proactivity (Smith and Akstinaite 2023). Teams that feel empowered are more adaptable to crises as they are better prepared to act decisively without constant monitoring (McLeod and Dulsky 2021). The network-orientation component in this leadership style creates strong links between different organizational levels and external interest groups. This results in a knowledge exchange that ensures teams stay informed and connected, facilitating collaboration and innovation (Kukul et al. 2024). In multinational companies, for example, delegative leadership has been used to create cross-functional teams that worked to adapt the supply chain during pandemic outages, ensuring business continuity (Kukul et al. 2024).

Another sectoral example would be the public sector, where local government representatives could respond to the specific needs of the community through delegation, aligning with national strategies. This flexibility has been crucial in managing regional lockdowns and resource allocation during COVID-19 (Wardman 2020). Public health initiatives, where local governments, agencies and communities needed to collaborate with healthcare providers and NGOs to address regional disparities in resource distributions and health measures (Wardman 2020; Smith and Akstinaite 2023). Consequently, collaborative leadership was vital in preventing over-centralization, which otherwise would have hindered responsiveness. This pluralistic leadership style ensured that policies reflected the needs of diverse populations by delegating decision-making to regional authorities and empowering local teams (Smith and Akstinaite 2023). One practical example here was seen in the increase of vaccine accessibility during the pandemic, which was achieved through collaborative work between local governments, under national guidance, and community leaders (Wardman 2020). The shared governance model demonstrated how alignment among stakeholders led to more effective crisis management.

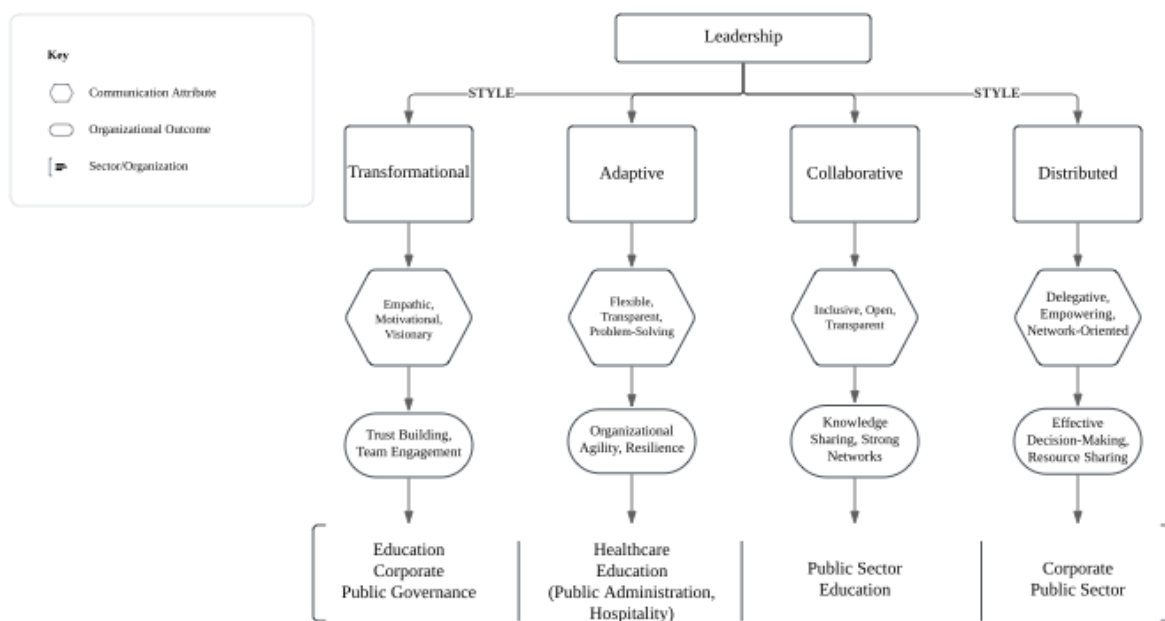


Figure 4: Framework for leadership styles in crisis communication - attributes, outcomes, and sector relevance
Source: Own illustration

5. Discussion of the Results

The purpose of this paper is to find an answer to the RQ, mapping out the existing knowledge regarding the relationship between leadership styles and communication attributes and how they generate an efficient organizational output together. This study focuses on times of crisis and has a predominance of COVID-19 pandemic context studies. The analysis of leadership styles during the pandemic revealed different patterns in different sectors. In addition, the study focuses on four leadership styles – transformational, adaptive, collaborative and decentralized – each of which contributes uniquely to effective crisis management through tailored communication strategies. These styles demonstrated various applications, from building trust and team cohesion to fostering resilience and shared leadership, which are worth discussing. First, consideration of transformational leadership, characterized by motivational engagement, empathy, and visionary communication, revealed a visible promotion of organizational cohesion and collective resilience. The areas of education, business, and public administration were particularly focused on. This leadership style was particularly effective in meeting psychological and informational needs, as leaders used reassuring and motivational messages to manage uncertainty and promote long-term recovery goals (McGuire et al. 2020; McNamara 2021; Kim, Sellnow-Richmond et al. 2021; Buhagiar and Anand 2023; Kim, Meganck, and Basnyat 2023). The adaptive leader is also characterized by flexibility, transparent communication, and an affinity for problem-solving (Yeomans and Bowman 2021; Su 2024). This leadership style helps organizations to effectively manage rapid change through organizational agility (McLeod and Dulsky 2021). As a result, problems arising from the pandemic, such as resource shortages, were quickly mastered and overcome. The approach was a tried-and-tested tool in the healthcare sector, but also – like the transformational leadership style – in the education sector. Moreover, it should be added that the literature supports the fact that adaptive leaders were able to meet the expectations of stakeholders in

the hospitality industry and public administration in the most appropriate way (Boin and Lodge 2021; Hahang, Bayraktar and Jiménez 2022). The adaptive leadership style has been an effective tool wherever iterative feedback and situational responsiveness have promoted operational continuity and trust (Yeomans and Bowman 2021; McLeod and Dulskey 2021; Boin and Lodge 2021; Hahang, Bayraktar and Jiménez 2022; Su 2024). Collaborative leadership has also proven its worth in complex environments such as the public sector and education. This is due to the emphasis on open dialog, inclusivity and transparency in subsequent decision making. The involvement of multiple stakeholders appears to have facilitated the creation of strong networks that tend to have produced a wide range of shared knowledge as a positive output. As a result, this leadership style seems to foster trust in knowledge and contributes to ensuring that policies and actions reflected the needs of diverse populations (Wardman 2020; McLeod and Dulskey 2021; De Voto and Superfine 2023; Smith and Akstinaite 2023). Finally, distributed leadership, with its emphasis on delegation, empowerment and network orientation, appears to enable organizations to manage large-scale crises more efficiently. It has been particularly beneficial in corporate and public or business sectors, where cross-functional collaboration and decentralized decision-making have been critical to resilience and innovation (Kukul et al. 2024; Wardman 2020; De Voto and Superfine 2023).

Following this summary of key findings, sectoral overlaps in leadership styles are evident. For example, both transformational and collaborative leadership approaches were mostly prevalent in the education sector. The subtle differences lie in both nodes of the leadership style, in the communication attributes and the output. On the one hand, the education sector has motivated teachers and students to engage through visionary communication regarding situational improvement. On the other hand, the collaborative leadership style encouraged organizational resistance during the crisis through the interactive problem-solving approach.

These overlaps reflect the diverse needs of the sector but also present a challenge in defining accurate leadership requirements. Similarly, distributed and collaborative leadership have common ground in public health. There, decentralization of decision-making (delegation) and multi-stakeholder collaboration as a network with shared knowledge (inclusivity) have proven essential for, for example, population compliance.

In addition to the overlaps, there are also recurring patterns that are revealed by the analysis. One clear pattern that emerged across all leadership styles is the crucial role of resilience building, trust and collective action when it comes to crisis management. Each leadership style contributed to these results through different but overlapping communication characteristics. Transformational and adaptive leadership styles tend to emphasize trust building – transformational through motivational narratives and adaptive through transparent problem solving to ensure organizational continuity. Both collaborative and decentralized leadership emphasized “shared” leadership, with collaborative leadership emphasizing inclusivity and decentralized leadership emphasizing delegation to ensure appropriate and rapid responses.

The COVID-19 pandemic underscored the need for an adaptable leadership framework that can cope with dynamic and unpredictable crises. The rapid evolution of the pandemic required leaders to balance immediate problem-solving with long-term strategic vision. Analyzing the results reveals that resilience and trust are not static outcomes but iterative processes characterized by transparent communication strategies.

5.1 Validity, Reliability and Theoretical Contribution

The methodological challenges associated with a SLR and the subsequent synthesis of the results should be mentioned. These include risk of author subjectivity (Littell, Corcoran and Pillai 2008). This risk was mitigated by the creation of an SLR protocol (See 3. *Methodology*) and the resulting transparency of decisions. Moreover, the use of frameworks such as

PRISMA and SPIDER for data extraction ensures that the results are robust and sound (Tranfield, Denyer and Smart 2003). By including these elements, the study gains broader relevance and sets the stage for future applications.

The results of this study make a significant theoretical contribution by enhancing our understanding of the interplay between leadership styles, communication attributes, and organizational outcomes during crises. This research fills a gap in leadership theory by showing how specific communication strategies, such as transparent, motivational, and inclusive communication styles, vary by leadership style. The overarching goal of communicating in a particular way remains the same: to overcome sector-specific challenges. The identification of these nuanced communication distinctions refines existing leadership models and provides a framework for their application in real-life crisis situations.

In addition, the study extends crisis communication theory by addressing the importance of matching communication attributes to the dynamic needs of specific organizations. This means that this analysis is not just a one-off combination of leadership styles, communication attributes, and organizational outputs achieved during the COVID-19 pandemic. Rather, this cause-and-effect chain is finally assigned to specific sectors such as education, the public and health practices.

Accordingly, this study lays the foundation for the development of a comprehensive framework that organizations can use to align their leadership styles with desired outcomes in crisis situations. The results show that different leadership approaches – each characterized by unique communication features – are particularly effective when it comes to achieving specific organizational goals such as resilience, engagement, agility or rapid decision-making (see 5. *Discussion of the Results*). By linking these styles to their respective communication strategies and organizational outcomes, the proposed framework would allow decision makers to choose a leadership approach tailored to their crisis-specific needs strategically.

5.2 Limitations and Future Research Agenda

Nevertheless, several decisions made during the execution of the protocol can influence the search results. Overly strong selection criteria strongly influence the results. In this case, for example, only English-language articles from peer-reviewed journals were included in the final sample, which may have compromised the completeness of the results by missing key articles in gray literature or cross-referencing (Petticrew and Roberts 2006). The sample was also restricted to the education, healthcare and public administration sectors and simultaneously limited to only four primary leadership styles in a specific crisis. While this provides valuable insights, it does not capture the full spectrum of leadership in crisis communication. Finally, relying on a qualitative synthesis means that some overlaps in communication characteristics – such as transparency and trust – may reflect interconnected dynamics rather than clear patterns. Furthermore, to create a holistic framework, future research needs to incorporate findings from a broader range of crises – such as economic recessions, conflicts, or natural disasters – to validate the versatility of leadership styles in different contexts. This would be even more effective if other leadership styles, sub-styles and potential links between them enrich the framework. Ultimately, this would provide a multidimensional view of leadership communication in times of crisis and help develop adaptive strategies that anticipate and effectively address emerging crises.

Consequently, linking these styles to their respective communication strategies and organizational outcomes, the proposed framework would allow decision makers to strategically choose a leadership approach tailored to their crisis-specific needs. In addition, the framework could help organizations decide which leadership style best fits their sectoral challenges. This study mainly represents education, healthcare, and public administration, so it would be beneficial to extend a subsequent study to other sectors (hospitality, technology, NGOs, financial services, etc.) to improve the applicability of the framework.

6. Conclusion

This study highlights the critical relationship between leadership styles, communication attributes, and organizational outcomes during crises, with a specific focus on the COVID-19 pandemic. Using a systematic literature review, the research identified four leadership styles – transformational, adaptive, collaborative and decentralized – and explored how their specific communication attributes enhance organizational effectiveness in sectors like education, healthcare, and public administration. In response to the RQ, *“How can specific leadership styles in combination with effective crisis communication foster efficient organizational outcomes during the COVID-19 pandemic?”*, findings reveal that transformational leadership builds through emphatic and motivational communication. At the same time, adaptive leaders prioritize flexibility and transparency. Collaborative leadership fosters inclusivity, and decentralized leaders empower teams through delegation and network-oriented decision-making. Together, these styles enhance resilience, trust, and collective action in crisis situations. Limitations include focusing only on English-language articles and three sectors. Consequently, future research should explore other industries and crisis types to expand the framework’s applicability. However, this study contributes to leadership and crisis communication theory by offering a framework that connects leadership styles with specific communication attributes and desired organizational outcomes. Ultimately, the findings advocate for a dynamic and integrated approach to leadership and communication during crises, emphasizing that no single style is universally applicable. As global challenges continue to evolve, this adaptability will remain essential for building resilience and achieving organizational success. By strategically integrating leadership styles and communication attributes, organizations can navigate crises effectively and emerge stronger, contributing to a more resilient and adaptable future

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SPIDER Framework: Screening for Article Selection								
Title	Abstract	Sample (S): Executives working in crisis communication in times of crisis, with a particular focus on the COVID-19 pandemic.	Phenomenon of Interest (PI): Leadership traits or styles that promote effective crisis communication.	Design (D): Qualitative studies, systematic reviews and case studies that analyze leadership in the context of crisis communication.	Evaluation (E): The effectiveness of communication strategies.	Research type (R): Qualitative and mixed-methods studies.	Include/Exclude	Comments
Antecedents of Internal Crisis Communication and its Consequences on Employee Performance	This article is taking a conceptual approach to establish the relationship between organizational culture, leadership and social media content on internal crisis communication its consequences on employee performance. The concept of internal crisis communication is relatively new; therefore this article will explore the stage of development of the construct and its contrast with other related concepts. Moreover, complexity theory will underpin the study to understand the consequences of minor signals that trigger internal crisis communication. The paper finally offered a framework to guide public relations practitioners on the implications of internal crisis communication on employee performance.	No	No	Yes	No	Yes	Exclude	Not Covid-19 related
Internal Crisis Communication and the Social Construction of Emotion: University Leaders' Sensegiving Discourse During the COVID-19 Pandemic	Purpose: The paper explores university leaders' employee-focused sensegiving discourse during the COVID-19 health crisis. The aim is to reveal how leadership sensegiving narratives construct emotion in the rhetor-audience relationship. Design/methodology/approach: A social constructionist, sensemaking approach centres on the meaning-making discourse of university leaders. Using rhetorical discourse analysis (RDA), the study analysed 67 emails sent to staff during a three-month period at the start of the global pandemic. RDA helps to reveal how university leaders help employees make sense of changing realities. Findings: Three core narratives: organisational competence and resilience; empathy, reassurance and recognition; and community and location reveal a multi-layered understanding of leadership sensegiving discourse in which emotion intersects with material and temporal sensemaking dimensions. In supporting a process of organisational identification and belonging, these core narratives help to mitigate audience dissonance driven by the antenarrative of uncertainty. Research limitations/implications: An interpretivist approach was used to analyse qualitative data from two UK universities. While focused on internal communication, the employee perspective was not examined. Nevertheless, this paper extends the human dimension of internal crisis communication, building on constructionist approaches that are concerned with emotion and sensegiving. Originality/value: This paper expands the domain of internal crisis communication. It integrates the social construction of emotion and sensemaking with the underexplored material and temporal dimensions in internal crisis communication and applies RDA.	Yes	Yes	Yes	Yes	Yes	Include	Highly relevant to RQ
Resilience, Reorientation, and Reinvention: School Leadership During the Early Months of the COVID-19 Pandemic	As the COVID-19 pandemic spread rapidly across the globe, many schools struggled to react both quickly and adequately. Schools were one of the most important societal institutions to be affected by the pandemic. However, most school leaders have little to no training in crisis leadership, nor have they dealt with a crisis of this scale and this scope for this long. This article presents our findings from interviews of 43 school organizations around the globe about their responses during the early months of the pandemic. Primary themes from the interviews included an emphasis on vision and values; communication and family community engagement; staff care, instructional leadership, and organizational capacity-building; equity-oriented leadership practices; and recognition of potential future opportunities. These findings resonate with the larger research literature on crisis leadership and have important implications for school leaders' future mindsets, behaviors, and support structures during crisis incidents.	Yes	Yes	Yes	Yes	Yes	Include	Just focuses on schools
Public Leaders' Organizational Learning Orientations in the Wake of a Crisis and the Role of Public Service Motivation	This study explores public leaders' organizational learning orientation in the wake of a crisis. More precisely, we study the association between public leaders' public service motivation and their learning orientation (instrumental versus political). This research addresses the lack of systematic empirical data on crisis-induced learning and provides a first systematic operationalization of this important concept. We analyze survey data collected from 209 Dutch mayors on their learning priorities in responding to a hypothetical crisis situation in their municipality. The mayors' response patterns reveal (1) "cognitive", (2) "behavioral", (3) "accountability", and (4) "external communication" dimensions of crisis-induced learning. We find that mayors with a stronger public service motivation put more effort into instrumental learning (dimensions 1 and 2), and surprisingly, also into political learning (dimensions 3 and 4). Mayoral experience in previous crises is positively associated with accountability-related learning after a crisis. However, mayoral tenure is negatively associated with crisis-induced behavioral learning.	Yes	No	Yes	No	Yes	Exclude	Not focused on communication
Linking Crisis Management and Leadership Competencies: The Role of Human Resource Development	The problem and the solution. Most executives are aware of the negative consequences associated with an organizational crisis and focus on communications and public relations as a reactive strategy. However, many neglect the other leadership responsibilities associated with organizational crises. This may result from lack of formal training and on-the-job experiences that prepare executives to lead crises. Executives who enable their organizations to recover from a crisis exhibit a complex set of competencies in each of the five phases of a crisis—signal detection, preparation and prevention, damage control and containment, business recovery, and reflection and learning. In this article, through the use of qualitative research design and the analysis of firms in crises, we examine leadership competencies during each phase of a crisis. In addition, this article links the important role of human resource development to building organizational capabilities through crisis management activities.	No	Yes	Yes	No	Yes	Exclude	Not Covid-19 related; more about crisis preparation and training
US Political Leadership and Crisis Communication During COVID-19	The research explored the role of political leadership in response to the novel coronavirus (COVID-19). The researchers conducted a political discourse analysis on 239 transcripts from the press briefings of President Trump and seven U.S. governors to determine the extent to which the research subjects used effective crisis leadership and communication. These results suggest that President Trump and Governors DeSantis, DeWine, Ducey, and Ivey are particularly vulnerable to political fallout for their handling of COVID-19 because stakeholders might view them as inattentive to the crisis and ineffective in their policy responses. Governors Cuomo, Newsom, and Whitmer may be in a better position to avoid fallout due to their information-seeking, hands-on approaches, which some will deem as competent and appropriate to the threat (although others may see their efforts as over-controlling). The research demonstrated how discourse analysis could predict political behaviors and blame assignment for crisis responses.	Yes	Yes	Yes	Yes	Yes	Include	Political leadership response to Covid-19
Narcissism and effective crisis management: A review of potential problems and pitfalls	In the event of a crisis, effective leadership by senior officials plays a significant role in an organization's attempt to return to a state of normal operation. Effectiveness, however, can be hampered by a leader's behaviour and attitude towards colleagues, and other employees within the organization. This paper explores how narcissism and narcissistic leaders may affect crisis management within an organization. Using the literature from the American Psychiatric Association, crisis management, and leadership, this paper explores how personality disorders associated with narcissism may affect the pre-crisis, crisis, and post-crisis stages of crisis management. The paper concludes by offering suggestions on how to handle narcissistic leaders within an organization, and areas for future research.	No	No	Yes	No	Yes	Exclude	Psychological approach focused on narcissism
Under pressure: Women's leadership during the COVID-19 crisis	We study the effect of women's public leadership in times of crisis. We use a regression discontinuity design in close mayoral races between male and female candidates to understand the impact of having a woman as a mayor during the COVID-19 pandemic in Brazil. Female leadership reduced deaths and hospitalizations per 100 thousand inhabitants while increasing enforcement of non-pharmaceutical interventions. These results are not due to measures taken before the pandemic or other observable mayoral characteristics such as education or political preferences. The effects are stronger in municipalities where Brazil's far-right president, who publicly disavowed the importance of non-pharmaceutical interventions, had a higher vote share in the 2018 election. Overall, our findings provide credible evidence that female leaders outperformed male ones when dealing with a global policy issue. They also showcase that local leaders can counteract policies implemented by populist leaders at the national level.	Yes	Yes	Yes	Yes	Yes	Include	Focused on the female approach

Factors Influencing Crisis Management: A Systematic Review and Synthesis for Future Research	The purpose of this study is to provide a comprehensive systematic literature review (SLR) of factors influencing crisis management (CM). The study attempts to assess the main areas that have been linked to and studied CM, and the research outlets that have been provided these research. The study adopts a qualitative approach and uses SLR method to collect relevant data. The study surveyed 223 studies from different research outlets, including the most reputed publishers; Emerald, Wiley, Elsevier, Springer, Taylor & Francis, SAGE, and Inderscience. The extracted articles are categorized into 8 areas based on their effect on CM. The most important factors are communication and social media, which have 66 studies with 4039 citations, leadership which have 40 studies with 2315 citations, followed by knowledge, governance, information technology, strategic planning, and professional entities, which have 38, 24, 23, 16, and 16 manuscripts with 2109, 1738, 301, 548, and 160 citations, respectively. The current study provides an open insight for academicians and researchers on the main areas of CM investigated by prior studies. It provides a novel contribution and comprehensive understanding through highlighting what has been done and what is left to be done in respect to crisis management.	No	No	Yes	No	Yes	Exclude	Not Covid-19 related and focused on crisis management
Responding to the COVID-19 Crisis: A Principled or Pragmatist Approach?	Uncertainties run deep during a crisis. Yet, leaders will have to make critical decisions in the absence of information they would like to have. How do political leaders cope with this challenge? One way to deal with crisis-induced uncertainty is to base all decisions on a core principle or value. This is what we call a principled approach. The pragmatist approach offers an alternative: an experimental, trial-and-error strategy based on quick feedback. In this paper, we consider both approaches in light of the COVID-19 experience in four European countries. We conclude that the pragmatic approach may be superior, in theory, but is hard to effectuate in practice. We discuss implications for the practice of strategic crisis management.	Yes	Yes	Yes	Yes	Yes	Include	Focus on principled and pragmatist approach
How Leader Gender Influences External Audience Response to Organizational Failures	Across 3 studies, we examine how leader gender affects external audiences' reactions to organizational failures, and under what conditions such effects are likely to occur. We find that leader gender and failure type (ethical, competence) interact to affect individuals' perceptions of, and propensity to support, an organization after a failure. People respond more negatively to ethical failures when an organization has a female versus a male leader. In contrast, competence failures generally elicit a less negative response for female-led versus male-led organizations. These effects are mediated by trust in the organization. We also show that these relationships are moderated by factors that influence evaluators' communal perceptions of leaders (e.g., leader descriptions) or their expectations regarding organizational competence (e.g., gender congruence). Our findings contribute to the literatures on female leaders, organizational failures, and the influence of norms on evaluator judgments.	No	No	Yes	No	Yes	Exclude	More about gender as a social construct
Enhancing Employees' Knowledge Sharing Through Diversity-Oriented Leadership and Strategic Internal Communication During the COVID-19 Outbreak	Purpose: This study aims to examine the effects of diversity-oriented leadership and strategic internal communication on employees' knowledge-sharing behavior during a crisis situation, coronavirus (COVID-19) outbreak in particular. Integrating knowledge sharing research with internal crisis communication literature as well as self-determination theory, the mediating roles of employees' intrinsic needs satisfaction are also identified. Design/methodology/approach: An online survey was conducted with 490 full-time employees in the USA across industry sectors during the COVID-19 outbreak. Findings: Results suggest that diversity-oriented leadership contributes to transparent internal communication during a crisis and increases employees' satisfaction of autonomy, competence and relatedness needs. Transparent internal communication also increases employees' intrinsic needs satisfaction, which in turn fosters their job engagement and knowledge-sharing behavior during the crisis. Originality/value: This study is one of the earliest studies to demonstrate the effectiveness of diversity-oriented leadership and strategic internal crisis communication in enhancing employees' knowledge-sharing behavior, especially in the context of COVID-19.	Yes	Yes	Yes	Yes	Yes	Include	Diversity-oriented leadership; empirical

What was that all about? On internal crisis communication and communicative coworkship during a pandemic	Purpose: The aim of this paper is to contribute with increased knowledge of the complex role of internal communication during a crisis like the COVID-19 pandemic. More specifically, the authors want to address the following research questions. How can the overall approach to internal crisis communication during the pandemic be interpreted, and what view of internal crisis communication does this approach reflect? What has been characteristic of the leadership communication during the pandemic? What do coworkers think of their communication role and how well does the internal communication support that role? Design/methodology/approach: This article is based on a case study of an authority with 1,000 employees. The empirical material consists of both documents and interviews. The analyzed documents include steering documents, e-mails to managers from the support function and newsletters from the top manager. The 17 interviews comprise managers, coworkers and communication managers. All interviews were recorded and the authors have conducted verbatim transcriptions. Findings: The pandemic is an example of a wicked problem that involves a lot of ambiguity. Often organizations try to handle wicked problems by trying to control it through traditional management skills and practices. A pandemic demands a leadership, culture and communicative approach that highlights the importance of coworkers. In the studied organization the authors found knowledge and rhetoric about the value of coworkers and communicative coworkship. However, top management does not encourage, support and award practices that are in line with the espoused culture. The key to success is top managers that walk the talk and act as role models. Practical implications: Crisis managers and crisis communicators need to focus more on improvisation, flexibility, listening and how to approach and make sense of the uncertain. In general, there is a tendency to rely too much on simple tools and to oversimplify complexity. Complex crises such as the pandemic raise new demands on leadership. Effective crisis leadership in a complex crisis seems to be much more democratic and collaborative than often assumed. If coworkers are expected to act as ambassadors or organizational representatives, they also need to be given better support for that role.	Yes	Yes	Yes	Yes	Yes	Include	Internal communication; mixed-method
High Reliability Leadership: A Conceptual Framework	Although it is assumed that leaders can be extremely important in enhancing safe operations, little is known about how they actually contribute to high reliability organizing. This study proposes a conceptual framework for leadership in High Reliability Organizations (HROs) based on theory and previous empirical research. It identifies leadership behaviours that contribute to six organizing facets in HROs, from which two leadership behavioural categories are extracted: leading expansion and leading reaction. Behaviours included in both categories might be potentially beneficial practices for leaders working in high-hazard industries. The framework provides the basis for future theory development and debate.	No	Yes	Yes	Yes	Yes	Exclude	Narrowed on HROs; not Covid-19 related
Recalibrating Pandemic Risk Leadership: Thirteen Crisis Ready Strategies for COVID-19	Good leadership is widely regarded as a crucial component of risk and crisis management and remains an enduring theme of more than 40 years of inquiry into emergencies, disasters, and controversies. Today, the question of good leadership has come under the spotlight again as a key factor shaping how successfully nations have dealt with the COVID-19 global health crisis. Amidst plummeting levels of public trust, the worst recession of the G7, and the highest death toll in Europe, the UK's pandemic leadership response has faced especially stern accusations of incompetence and culpability for what has been described as the most catastrophic science policy failure for a generation. Addressing these issues, this paper argues for the adoption of a more pluralised UK leadership approach for handling COVID-19. Particularly, it is contended that as COVID-19 is a multifaceted problem that presents many varied and distributed challenges, UK leadership should employ a differentiated range of strategic mechanisms and processes to help improve substantive understandings and decision-making, support collective resilience, and build adaptive capacities as the crisis continues. The paper accordingly identifies and elaborates thirteen strategies, drawing on lessons and insights from the risk and crisis management field, that are proposed to serve as a useful heuristic to help guide UK pandemic leadership in this endeavour. To illustrate the value and application of each strategy, examples are provided of noteworthy leadership responses to COVID-19 observed internationally thus far, as well as leadership problems that have hampered the UK's pandemic response. In conclusion, it is suggested that in as far as the conduct expected of leaders during a pandemic, or any other crisis, should maintain and be reflective of democratic values and standards of legitimacy, these strategies may also provide broadly applicable normative criteria against which leadership performance in handling COVID-19 may be judged as crisis ready.	Yes	Yes	Yes	Yes	Yes	Include	Less focused on communication, more on management
Synergistic Triad of Crisis Management: Leadership, Knowledge Management and Organizational Learning	Purpose: The prevalence of instability and crises in organizational ecosystems seems to be on the increase, with an upward trend in the occurrence of, for example, natural disasters, such as tornadoes in America, bushfires in Australia and the widespread outbreak of diseases, e.g., Covid-19. As contexts of crisis increase in frequency, the ability of organizations to adapt and effectively respond to crises has become a key necessity for organizational survival and continuity. The purpose of this paper is to explore how the repercussions of crises may be curtailed through a multidimensional crisis management approach. Design/methodology/approach: This paper applies a narrative literature review and concept mapping to synthesize and establish relationships between the literature in the domains of leadership, knowledge management, learning and contexts of crisis. The output of this methodological orientation is the Integrated Crisis Management Framework, presenting a conceptualized overview of the symbiotic and intertwined manner through which leadership, knowledge management and learning contribute towards effective crisis management. Findings: According to the analysis and the conceptual underpinnings of this paper, in contexts of crisis, leadership is generally responsible for aggregating crisis management strategies and establishing employee motivation. Knowledge management, on the other hand, provides the infrastructure necessary for calculated yet rapid decision-making. Similarly, in times of crisis, learning is a prerequisite for the development of a "learningful" organization, which contributes towards crisis management by serving as the organization's "memory" – where lessons learned from previous crises suffice to guide future crisis response. Originality/value: The literature in crisis management reveals that existing crisis management models and frameworks generally consider crisis from a unidimensional perspective, neglecting to account for the multifaceted nature of crises, and the numerous attributes necessary to overcome contexts of crisis. To address this gap in the literature, this paper proposes a multidimensional conceptualization of crisis management through combining three core elements, including leadership, learning and knowledge management.	Yes	Yes	Yes	Yes	Yes	Include	Focused on leadership, learning and knowledge management
Seeking Opportunities from Crisis? China's Governance Responses to the COVID-19 Pandemic	The COVID-19 pandemic has imposed a challenge to state capacities on all countries of the world and a genuine test of their abilities of opportunity management. In comparison, China has managed to promptly get the pandemic under effective control and firmly enhanced domestic support for the government. This article argues that China's successful opportunity management was firmly shaped by its institutional settings, governing structures, and actor strategies. While the noncompetitive regime, unitary government, performance legitimacy, and high citizen trust afforded strong political commitment, China's crisis management experiences and capacities facilitated quick and effective coordination. Further, top leaders made use of the crisis to demonstrate accountable leadership and push forward a grand reform agenda. The nature and functioning of these pro-success factors are inherently rooted in the unique Chinese context. Points for practitioners: This study shows a successful story of opportunity management in crises in the Chinese context under the COVID-19 pandemic scenario. Political leaders and public managers should enable systematic and prompt governance responses to such major challenges by building up a broad political consensus and coordinating evidence-based emergency responses. The study shows that clear accountability in crises is a major factor determining the capability of a system to take decisive actions and should be seriously reconstructed by countries struck by the pandemic.	No	No	Yes	No	Yes	Exclude	Opportunity management and governance structures in focus
Framing COVID-19: Public Leadership and Crisis Communication By Chancellor Angela Merkel During the Pandemic in 2020	While communication generally embodies an essential part of public leadership, this is even more true in times of crisis when uncertainty prevails, and the public expects the leader not only to take adequate measures to mitigate the crisis, but also to justify and explain these measures. In the COVID-19 pandemic, Angela Merkel's communication differed from other Western political leaders who strongly relied on a war narrative. This paper focuses on the framing by the German Chancellor during the first phase of the COVID-19 pandemic (March–July 2020). We examine Merkel's crisis communication in three different public arenas: her public speeches, her press conference appearances and her weekly podcasts. Based on a qualitative content analysis, our study provides three relevant insights. First, it proves that the claim for solidarity–national as well as European solidarity – represents the crucial element of Merkel's meaning-making narrative. Second, the study shows that both statements on the protection of public health and of economy strongly resonate in her communication, but that the prioritisation shifted over time. Finally, our analysis manifests how Merkel's framing differs in the three communicative arenas. Additionally, our findings indicate that Merkel followed a modified leadership style during the COVID-19 crisis.	Yes	Yes	Yes	Yes	Yes	Include	Highly relevant to RQ
Managing Crises Through Organisational Development: A Conceptual Framework	This paper presents a synthesis of the guiding principles in crisis management in accordance with the four configurational imperatives (strategy, structure, leadership and environment) defined by Miller (1987) and outlines interventions in organisational development (OD) that may contribute to their achievement. The aim is to build a conceptual framework at the intersection of these two fields that could help to strengthen the resilient capabilities of individuals, organisations and communities to face crises. This incursion into the field of OD-to generate more efficient configurations of practices in crisis management–seems particularly fruitful considering the system-wide application of OD, based on open-systems theory (Burke, 2008). Various interventions proposed by OD in terms of human processes, structural designs and human resource management, as well as strategy, may help leaders, members of organisations and civil society apply effectively, and in a more sustainable way, the crisis management guiding principles defined by researchers.	No	No	Yes	No	Yes	Exclude	Crisis management in context of organizational development
The Importance of Policy Narrative: Effective Government Responses to Covid-19	The spread of Covid-19 and the variety of government responses opens space for policy learning. Traditional policy analysis tools would lead us to explain policy variation using population size, ease of closing jurisdictional borders, governance arrangements, available resources, and system capacity. Following the approach of the Narrative Policy Framework, we suggest narrative has played a key role in the relative effectiveness of responses to Covid-19. We illustrate the dynamics at play using evidence from the state level in the United States, where there has been considerable variation in policy actions and rates of infection and death. After reviewing the national context, we explain our selection of cases. We note differences in state-level policy narratives and how they influenced policy development and implementation. The findings provide compelling reason for policy designers everywhere to routinely integrate narrative development and control into their advising practices.	Yes	Yes	Yes	Yes	Yes	Include	Narrative policy framework in US
Organizational Crisis Resistance: Examining Leadership Mental Models of Necessary Practices to Resist Crises and the Role of Organizational Context	This study explores which governance practices nonprofit leaders consider necessary to avoid organizational crises. Further, it explores whether these leadership mental models of crisis resistance depend on the organizational context. This helps determine whether practical learning points are organization specific or can be applied broadly. With a multilevel sample of 304 leaders from 44 Belgian nongovernmental development organizations, an exploratory path analysis reveals that nonprofit leaders consider continuous improvement, as a governance practice, particularly relevant for effective organizational crisis resistance. A multilevel analysis also shows that variations in leadership mental models cannot be explained by the organizational variables used in this study (organizational size, leadership group size, operational activities, and languages in the leadership group). This article concludes with a discussion of consequences for further research.	No	No	No	No	No	Exclude	Psychological approach

Crisis Management in Times of COVID-19: Game, Set or Match?	COVID-19 has spread around the world, and crisis teams are working full steam ahead to address its challenges. We argue that crisis teams tend to rely on procedures and responsibilities but largely underestimate the importance of the mindset of individual participants. We posit that crisis management should be regarded as an elite sport and adopt insights from that field accordingly.	No	No	Yes	Yes	Yes	Exclude	Unclear
How Focusing Positively on Errors Can Help Organizations Become More Communicative: An Alternative Approach to Crisis Communication	Purpose: The purpose of this paper is to gain new knowledge of how organizational errors can be used to early detect signals of impending crises and thereby develop internal crisis communication. Three communication processes – organizational culture, leadership and learning – that are particularly important for the development of internal crisis communication are focused. The paper also discusses what kind of learning error management supports, and suggests how crisis communication as a practice can be developed. The thesis is that intensified work of improving internal crisis communication is a vital step of becoming a communicative organization, where all coworkers are understood and act as strategic communicators. Design/methodology/approach: This empirical study is part of a three-year research project on internal crisis communication within a Swedish university hospital. This paper is based on a sub-study with 37 qualitative semi-structured interviews with nurses, physicians, managers and crisis management specialists within the hospital. Findings: The paper offers knowledge about how internal crisis communication can be developed by focusing on errors as resource to anticipate a crisis and as material for organizational learning. Coworkers are mainly focused in the article and are seen as important sources and strategic communicators. It is further emphasized that error management is not a matter of technological solutions, but rather a question of communicative aspects of leadership and organizational culture. Practical implications: It is suggested that initiatives to develop internal crisis communication is an important step for organizations in becoming communicative organizations, and communication professionals have an important role to facilitate this development. Originality/value: This paper gives a new understanding of internal crisis communication and the importance of leadership and culture.	Yes	Yes	Yes	Yes	Yes	Include	Not really pandemic focused; still strongly related to RQ
Early Evidence of Leadership Skills and Strategies in Managing the Impact of COVID-19 Pandemic in the Hospitality Industry	Purpose: Given the critical consequences of the current Coronavirus (COVID-19) crisis worldwide, displaying good leadership has been of utmost importance. Hospitality has been among the industries that have been hit the hardest by the pandemic, and it requires exceptional leadership skills unique to this crisis and sector. This multi-country study aims to contribute to the understanding of some of the most important skills and strategies that leaders in the hospitality industry may use to navigate the COVID-19 crisis effectively. Design/methodology/approach: This paper employs a qualitative study. Semi-structured interviews are conducted with managers of international hospitality groups or local hotel chains in seven different countries. Findings: The results show that positive thinking, decision-making, flexibility, divergent thinking, trust-building and communication skills have a positive impact on leadership effectiveness in the hospitality sector during the pandemic. Besides, saving payroll costs, elaborating contingency plans and leveraging from partners' strengths are highlighted as crucial strategies. Practical implications: This paper provides hospitality professionals across borders preliminary insights and recommendations to manage the COVID-19 crisis. Originality/value: Especially being one of the sectors that have been hit the hardest by the COVID-19 crisis worldwide, the dynamics and leadership requirements of the hospitality sector need further attention. The findings contribute to the literature by illustrating how managers have navigated the initial stages of the crisis in the under-researched hotel sector, and also by gathering evidence about the sector dynamics related to the early stages of this crisis.	Yes	Yes	Yes	Yes	Yes	Include	Hospitality focused
Leadership in Times of Crisis: A Framework for Assessment	The deeply rooted belief in the importance of public leadership is accompanied by quick and often shallow assessments of leadership performance. Such assessments never arrive more quickly than in the wake of crises and disasters—these episodes make for instant winners (Giuliani) and losers (Bush). These assessments are necessarily shallow, as the public can only judge leaders by what they see. While symbolic performance is important (if only because it can arouse the public), it is not the only performance dimension by which we should assess crisis leadership. In this article, we reflect on the many tasks that strategic leaders are called to perform, and we offer a comprehensive framework for leadership performance in times of crisis.	No	No	Yes	No	Yes	Exclude	Focus on leadership performance
The Estimation of a Corporate Crisis Communication	This experimental study found a main effect of perceived leadership and an interaction effect of perceived leadership and perceived severity of threats on the public's estimation of organizational crisis responses. The results indicate that the contingent theoretical argument explaining the dynamics of organizational factors and situational factors that determine stance taken by public relations practices can also be applied when explaining the outside latent public's thought patterns predicting an organizational stance and message strategy. Contingency theory offers predictive power, not just for the practitioner, but for the public passing judgment on the stance taken by an organization.	No	No	No	No	No	Exclude	Not enough focused on communication
Leadership and Governance in a Crisis: Some Reflections on COVID-19	Purpose: The COVID-19 crisis presents significant leadership and governance challenges and opportunities for organisations. This is a reflective commentary on how leaders and boards are responding to the crisis. Design/methodology/approach: Drawing on personal experiences as an employee, non-executive director and observing leaders. Findings: That leaders emphasise values and purpose and communicate with clarity, meaning and empathy is paramount. It is organisations which continue to be agile and to adapt and change proactively with "out of the box" thinking who will thrive in the next normal. Originality/value: The lessons learned from this unique crisis for business continuity and success in the next normal.	Yes	Yes	Yes	Yes	Yes	Include	Highly relevant to RQ
Organizational Culture and Leadership Style: The Missing Combination for Selecting the Right Leader for Effective Crisis Management	Most organizations faced with a crisis will rely on the leader in place at that time to lead them out of the crisis, often with disastrous results. When the crisis gets out of hand, these organizations realize belatedly that the current leader does not necessarily possess the leadership style required to manage the crisis effectively. We present three crisis response leadership principles (CRLP) to help organizations successfully prepare for and manage a crisis. To accompany the CRLP, we provide the crisis response leadership matrix (CRLM), a prescriptive guide to help an organization improve its initial response and enhance the effectiveness of its crisis management efforts. Combining the element of organizational culture with individual leadership styles, the CRLM offers a standard methodology that allows organizations to match a given crisis with the best possible crisis response leader. We present a real-world case study that describes a successful implementation of the approach: the U.S. Air Force Taiwan-4 crisis. Organizations adopting this methodology can confidently choose the right person to lead a swift, effective response to a crisis.	No	No	No	No	No	Exclude	Not focused on communication
Destructive Leadership in Crisis Management	Purpose: The purpose of this paper is to contribute to increased knowledge of destructive leadership in crisis management. The specific research questions are: (1) What types of destructive leadership behaviours can be identified in leaders in crisis management? and (2) Why are these behaviours considered destructive in this context? Design/methodology/approach: About 21 informants involved in crisis management at regional, local and operational levels in Sweden were interviewed. They were selected since they had recently been involved in severe accidents and/or crises (e.g. terror attacks, forest fires). A grounded theory analysis of interview data yielded two core variables: destructive leadership behaviours, and appraisal: interpretation of leader behaviour. Findings: The study identified seven different destructive leadership behaviours: four task-related and three relationship-related. Task-related behaviours primarily led to negative consequences for the task/crisis. Relationship-related behaviours have negative consequences for subordinates' job satisfaction, well-being and/or sense of meaningfulness. The paper relates the identified behaviours to existing leadership ideals within crisis management and discusses behaviours that appear to be unique for the crisis management context. Practical implications: The paper highlights the fact that great crisis managers are not always good at managing relationships, which may have negative implications for crisis management in the long term. Originality/value: Destructive leadership is a research field that is rapidly expanding. However, there is a lack of knowledge concerning the nature of destructive leadership behaviours and what makes an individual appraise a leader as destructive in crisis management.	No	No	Yes	No	Yes	Exclude	Too broad, not fitting for RQ
Crisis Management in Higher Education in the Time of Covid-19: the Case of Actor Training	The impact of Covid-19 placed Higher Education leadership in a state of crisis management, where decision making had to be swift and impactful. This research draws on ethics of mindfulness, actor training techniques, referencing high-reliability organisations (HRO). Interviews conducted by the author with three leaders of actor training conservatories in Higher Education institutions in Australia, the UK and the USA reflect on crisis management actions taken in response to the impact of Covid-19 on their sector, from which high-frequency words are identified and grouped thematically. Reflecting on these high-frequency words and the thematic grouping, a model of mindful leadership is proposed as a positive tool that may enable those in leadership to recognise and respond efficiently to wider structural frailties within Higher Education, with reference to the capacity of leaders to operate with increased mindfulness, enabling a more resilient organisation that unlocks the locus of control.	Yes	Yes	Yes	Yes	Yes	Include	Mindful leadership
A Matter for the Boss? How Personalized Communication Affects Recipients' Perceptions of an Organization during a Crisis	A crisis can pose a serious threat to an organization. Parties, NGOs, and companies alike need to secure their reputation when a crisis hits. When choosing an adequate crisis communication strategy, organizations must also decide who should communicate with the public. Although many organizations choose to place high-level executives such as the chairperson up front, few studies have analyzed the effects of personalized communication in times of crisis on an organization's image or reputation. In the current study, therefore, we conduct two experiments to investigate the effects of personalized crisis communication. We vary both the crisis type and the level of personalization. Our findings suggest that personalized statements have a more favorable impact on an organization's image than unpersonalized statements. Furthermore, statements from an organization's leader are perceived as most appropriate, followed by those from a spokesperson and unpersonalized statements.	No	Yes	Yes	Yes	Yes	Include	Maybe not Covid-19 related
Leading in the Paradoxical World of Crises: How Leaders Navigate Through Crises	Living and operating in a global world, the risk for a global economic crisis has never been greater. As ongoing events, such as the COVID-19 pandemic, the recent war in Ukraine or the sharply increasing inflation have shown, organizations need to be highly resilient to persevere in a crisis-prone world. Even though we know that crises serve as a focal lens on leadership behavior and leaders play a crucial role in these scenarios, little is known as to how leaders handle an existence-threatening organizational crisis. Using an inductive analysis of 32 interviews on crisis leadership, we show that in the case of an acute crisis, leaders apply different paradoxical behaviors to cope effectively with the situation and navigate their organizations through these events. More specifically, our study contributes to existing literature by, first, showing that the distinctiveness of crises results from the fact that leaders are confronted with paradoxes that they can otherwise smoothly separate in terms of time or organization, second, revealing that the leader's paradoxical behaviors as a respond are derived from their mindset to consciously recognize the contradictory demands of the crisis, and third, from their action in terms of a compressed situational leadership. By identifying six pairs of paradoxical behaviors, we demonstrate how leaders effectively deal with the unsolvable contradictions that arise from the crisis, and thus contribute to the organizations' ability to cope with crises.	Yes	Yes	Yes	Yes	Yes	Include	Maybe too behavior based
Employee Reactions to Leader-Initiated Crisis Preparation: Core Dimensions	Crisis prevention plans are usually evaluated based on their effects in terms of preventing or limiting organizational crisis. In this survey-based study, the focus was instead on how such plans influence employees' reactions in terms of risk perception and well-being. Five different organizations were addressed in the study. Hypothesis 1 tested the assumption that leadership crisis preparation would lead to lower perceived risk among the employees. Hypothesis 2 tested the conjecture that it would also lead to a higher degree of well-being. Both hypotheses were supported. The results and their implications are discussed.	No	No	No	No	No	Exclude	Crisis prevention analysis with survey

Beating the Virus: an Examination of the Crisis Communication Approach taken by New Zealand Prime Minister Jacinda Ardern during the Covid-19 pandemic	The Covid-19 pandemic has severely tested the leadership and communication abilities of political leaders globally. Guiding an effective response to the global pandemic has required leaders to demonstrate not only effective planning and coordination skills, but the ability to communicate clear consistent messages in an empathetic manner as well. In New Zealand the first confirmed case of Covid-19 was recorded on February 28 and over the course of March and April 2020, 1,132 further cases of Covid-19 were confirmed and 19 deaths—a much lower transmission rate than most industrialized nations. On 27 April 2020, New Zealand Prime Minister Jacinda Ardern announced that they had won the battle against community transmission of Covid-19. This paper analyses the speeches and public statements (n = 40) made by Prime Minister Ardern in March and April 2020 through the lens of crisis leadership and crisis communication. In particular, it looks at the use of different mediums (parliamentary statements, daily briefings, Facebook Live broadcasts and podcasts) as mechanisms for engaging in narrative and dialogue with the public. The paper underscores the importance of communication in crisis management and looks at how positive and consistent messaging inspires confidence and social solidarity.	Yes	Yes	Yes	Yes	Yes	Include	Strongly related to RQ
Women, Leadership, and Change-Navigating between Contradictory Cultures	This article explores how women in top leader positions navigate between the two contradictory cultures of masculinity and femininity and, in particular, if and how these positionings and negotiations develop over time. Drawing on working-life biographical interviews with women on the top of organizational hierarchies within the crisis management systems in the Nordic countries, the article illustrates women top leaders relating to norms of masculinity and femininity, demonstrating how these have shaped their roles as top leaders, and how these have shifted along their careers. It shows how, in the beginning of their careers, women in organizations marked by cultures of masculinity conform to these gendered norms, while in their roles as top leaders, they do gender differently and assume roles as change agents. The findings suggest that processes of navigation between organizational cultures of masculinity and societal cultures of femininity can be better understood when individual experiences are situated within their gendered social and cultural expectations.	No	No	No	No	No	Exclude	About gender differences in leaders
Let Those with Power Speak: The Effects of a CEO as a Spokesperson and Using a Video Channel during a Product-Harm Crisis and a Moral-Harm Crisis	Organizations facing a crisis, whether product- or moral-harm, must carefully decide on their crisis response to minimize any crisis-related damage. When responding to a crisis, it is not only the message that matters but also the individual delivering the response and the channel used for responding. To test the effects of crisis spokesperson (CEO vs. public relations officer) and channel type (video vs. text-based) during two types of crises (product- vs. moral-harm) on customers' trust, anger, and purchase intention, a 2 × 2 × 2 between-subjects experiment was conducted with 207 German participants. Analyses show that customers' level of trust and purchase intention are higher and levels of anger lower when a CEO (instead of a PR officer) responds to a crisis and when a video (instead of a text-based channel) is used for the response. Additionally, a CEO responding to a product-harm crisis and using a video channel results in positive outcomes. Furthermore, the effects of spokesperson type and channel type on purchase intention are mediated by trust and anger.	No	No	Yes	No	Yes	Exclude	Does not fit for RQ; consumer behavior focused
Feminine vs. Masculine: Expectations of Leadership Styles in Hotels during the COVID-19 Pandemic	Tourism and hospitality were among the first sectors to be severely affected by the COVID-19 pandemic and are still recovering from the crisis. In the first wave of the COVID-19 pandemic, a package of precautionary measures taken to contain the virus brought tourist activities to a complete standstill and changed tourists' expectations and behavioral patterns. The COVID-19 pandemic presented the ultimate test for organizational leaders, who had had no chance to prepare (themselves) for the challenges that were to come. The leaders had to face uncertainty and make decisions that impacted the companies' future success, understood as their continued existence. This study provides an up-to-date and innovative contribution to the areas of leadership and staff turnover in the hospitality industry from the perspective of transformational leadership theory. This article explores the leadership adopted by hotel managers in Poland during the first wave of the COVID-19 pandemic from March to December 2020 and offers useful insights into employees' expectations towards leaders. A mixed methods approach was applied in the study, including focus groups and semi-structured interviews. The interviews were conducted in 35 hotels with 294 participants. The results point out that respondents preferred a feminine leadership style, at least in times of crisis, and thus statistically they most often cited "inclusivity, collaboration and empowerment", "empathy and care", and "transparency and communication" as desirable examples of leadership attributes. On the other hand, masculine attributes of crisis leadership, i.e., "resilience and courage" and "decisiveness and risk-taking" were indicated less frequently. An interesting result was a significant pool of responses indicating the search for various ways of adaptive leadership. This study provides a more nuanced, comprehensive assessment of the quality of staff attitudes in off-chain hotels in Poland, taking into account the impact of leadership style on staff turnover at the business unit level. The leadership lessons learned from the COVID-19 pandemic could possibly shed light on some key actionable attributes and skills that future leaders will need to develop to overcome (at least in the initial phases) any future crisis.	Yes	Yes	Yes	Yes	Yes	Include	Expectations vs. Implementation
The Effectiveness of Principal Leadership Styles in Crisis Management	The research aimed to explore the types of effective principal leadership styles in crisis management at school. Data analysis using structural equation modeling. The results showed that transformational leadership had a strong positive effect on crisis management, charismatic leadership and transactional leadership had a positive but weak effect on crisis management. In contrast, entrepreneurial leadership had a negative but weak effect on crisis management.	No	No	No	No	No	Exclude	Does not fit for RQ
Crisis Leadership of Covid-19 Fightback: Exploratory Anecdotal Evidence on Selected World Leaders	This article evaluates the Covid-19 crisis response of top leaders of 20 selected countries from January to May 2020 using anecdotal evidence from media sources and insights from the available crisis management and leadership literature. The main objective of the article is to examine whether the Covid-19 crisis experience and outcome of sample countries are related to their leaders' behaviour and actions. Based on leaders' orientation towards certain action motives and action and leadership styles, the article classifies the leaders' action and leadership styles. The article finds that the leaders with a 'missionary' action style displayed positive leadership styles and generally had the best Covid-19 outcomes, while those with a 'gamester' action style were associated with negative leadership styles and poorer outcomes, with those with 'political' and 'strategist' action styles falling in between. To validate the impact of evolving leader behaviour on Covid-19 outcomes, the article evaluates the average daily growth of Covid-19 cases in the subsequent (post-analysis) seven weeks and tests the mean differences between different style groups. The tests indicate a significant difference in the outcomes between different style groups except between 'gamesters' and 'strategists'. The difference is more pronounced when the BRICS countries (i.e. BRICS minus China) in various combinations are excluded from the test. A similar conclusion arises for the negatively and positively oriented leadership styles. Thus, while finding a relationship of leadership behaviour with Covid-19 outcomes, the article also provides a reason to suspect the role of socio-economic and institutional factors in clouding or confounding the leadership effect in view of the distinctive behaviour of OECD and the large emerging countries.	Yes	Yes	Yes	Yes	Yes	Include	'Missionary' action style
Leadership Communications: Planning for the Desired Reaction	Purpose: The author warns that when corporate leaders misunderstand and mishandle communication in a crisis, there can be existential consequences: customer loyalty can be jeopardized, market share lost to rivals, the ability to achieve key goals compromised, and perhaps a legal position undercut. The article aims to demonstrate how such pitfalls can be avoided. Design/methodology/approach: The paper explains that effective communication requires mastering a discipline with two key skills - gaining a current and thorough knowledge of the expectations and needs of audience and understanding how to craft a message to achieve a desired reaction. Findings: The author proposes and pursues a working definition of communication is: "an act of will directed toward a living entity that reacts." Research limitations/implications: Case studies of communications failures are reported. Practical implications: Organizations need defenses against their charismatic leaders. Originality/value: The paper provides a guide to how effective leaders communicate with stakeholders by speaking and acting only after thoroughly studying their needs and interests.	No	Yes	Yes	Yes	Yes	Exclude	Avoidance strategy
Backtalk: What Principals Need to Know to Respond to a Crisis	Principals face unexpected crises, big and small, regularly. Yet, as the COVID-19 pandemic illustrated, they aren't always prepared for them when they come. Mario Jackson describes some of the challenges principals faced during the pandemic and the specific attributes that helped them manage. Specifically, equity-oriented leadership, crisis communication, and emotional intelligence skills were crucial to leaders during the pandemic. These skills can be beneficial in a variety of crises, and Jackson suggests that principal preparation programs help leaders grow in these areas.	Yes	Yes	Yes	Yes	Yes	Include	Educational context
Effects of Internal Crisis Communication during the COVID-19 Pandemic: Employee Perceptions of Communication Quality, Leadership and Relational Outcomes	Purpose: This study, informed by the Situational Crisis Communication Theory, aims to suggest two primary response strategies that can be used for effective internal crisis communication during a pandemic situation, such as COVID-19. The effect of base response strategies on employees' perceptions of communication quality, leadership and relational outcomes were investigated. Design/methodology/approach: An online survey of full-time employees in the United States was conducted. Findings: The findings showed that for an instructing information strategy, not all types of information were equally associated with positive employee responses in terms of perceived quality of internal communication related to the COVID-19 pandemic and transformational leadership. Specific information that employees need to know in order to safely perform daily tasks, such as organizational protocols and thorough preparation, seem to be the most needed and desired information. Adjusting information was positively associated with employee perceptions of internal communication quality and perceptions of CEO leadership. Employees' perceived quality of internal communication affected by the base crisis response strategies were positively correlated with perceptions of transformational leadership and relational outcomes (i.e. employee trust in the organization, employee perceptions of the organization's commitment to relationships with employees, employee support for organizational decision-making related to COVID-19). Originality/value: This study presents important theoretical and practical insights through an interdisciplinary approach that applies the theoretical framework and relationship-oriented outcomes of public relations to public health crisis situations.	Yes	Yes	Yes	Yes	Yes	Include	Situational Crisis Communication Theory

Manager Characteristics and Early Innovation Adoption during Crises: the Case of COVID-19 Preventive Measures in Danish Eldercare	Reacting rapidly and adequately in the early stages of a crisis is crucial to effective crisis management. This study analyses the relationship between COVID-19 first-line manager characteristics, early innovation adoption and crisis scenarios in the context of Danish eldercare during the early stages of the COVID-19 crisis. Our findings show that manager characteristics such as education level, eldercare job tenure and previous similar experience are important to early innovation adoption in crises. The study contributes to the crisis management literature by emphasizing the importance of first-line manager characteristics in effective crisis management.	Yes	Yes	Yes	Yes	Yes	Include	Focus on characteristics
"Do as I say but not as I do": Influence of Political Leaders' Populist Communication Styles on Public Adherence in a Crisis Using the Global Case of COVID-19 Movement Restrictions	This paper explores the influence of political leaders' populist communication styles on public adherence to government policies regarding COVID-19 containment. We adopt a mixed-methods approach that combines theory building with a nested multiscene study design for Study 1 and an empirical study in a natural setting for Study 2. Based on the results from Studies 1 and 2, we develop two propositions that we further explain theoretically: (P1) countries with political leaders associated with engaging or intimate populist communication styles (i.e., the UK, Canada, Australia, Singapore, and Ireland) exhibit better public adherence to their governments' COVID-19 movement restrictions than do countries with political leaders associated with communication styles that combine the champion of the people and engaging styles (i.e., the US); (P2) the country whose political leader is associated with a combination of engaging and intimate populist communication styles (i.e., Singapore) exhibits better public adherence to the government's COVID-19 movement restrictions than do countries whose political leaders adopted solely engaging or solely intimate styles, namely, the UK, Canada, Australia, and Ireland. This paper contributes to the research on political leadership in crises and populist political communication.	Yes	Yes	Yes	Yes	Yes	Include	Very specific communication style; still interesting
Messages in Conflict: Examining Leadership Communication during the COVID-19 Pandemic in the U.S.	One year into the COVID-19 pandemic, the U.S. had lost over a half million lives to the virus. Organizations had to shift the way they operated, requiring effective communication to help employees transition. This study examines two important time periods during the pandemic: early May, just after stay-at-home orders began to be lifted, and late November, as infection rates soared. This study quantitatively examines the role of perceived severity, organizational trust, reputation, and credibility on participants employed during the pandemic expectations of leadership at the organizational, state, and federal levels. Then, participants were interviewed to understand perceptions of leadership. Results illustrate the relationship between perceived severity of the threat and trust in leadership and uncertainty about mitigation measures from state and federal levels.	Yes	Yes	Yes	Yes	Yes	Include	Strongly related to RQ
Crisis Leadership: Political Leadership during the COVID-19 Pandemic	This article identifies leadership attributes that enable effective leaders to manage crises. Data were collected via semi-structured interviews with 13 Australian political leaders, including senators, members of federal and state parliament, premiers, ministers, and mayors of local governments. The findings suggest that, to be an effective leader during a crisis, political leaders need to be: visionary; courageous; calm; inspirational; ethical; empathetic; authentic; and resilient. Single leadership theories do not capture all the attributes necessary to lead during a crisis, suggesting the importance of different, complementary theories. The findings clarify what it takes for politicians to lead during a global crisis, like COVID-19. Furthermore, they provide a foundation to enable constituents to gauge their political leaders' leadership capacities. Despite extensive research on what it takes to lead, little is known about political leadership during a crisis. The study unveils the key attributes that are essential for political leaders to navigate a crisis, like the COVID-19 pandemic.	Yes	Yes	Yes	Yes	Yes	Include	Characteristics needed to be successful
The Compatibility of Multiple Leadership Styles in Responding to a Complex Crisis: Leading a Health Service COVID-19 Response	Purpose: The health service response to COVID-19 provided a unique opportunity to build our understanding of the leadership styles in use in managing a crisis event. Existing literature emphasises command and control leadership; however, there has been less emphasis on relational approaches and the behaviours necessary to ensure the agility of the response and minimise the risk of relational disturbances. The purpose of this paper is to understand leadership styles in use, as part of a health service response to COVID-19. Design/methodology/approach: This paper draws on data from semi-structured interviews with 27 executives and senior leaders from a tertiary health service in Australia. The data were analysed using thematic analysis. Notes and examples were coded according to deductively derived criteria around leadership styles and competencies from the literature, while remaining open to emergent themes. Findings: Health system leaders described examples of both command and control and relational leadership behaviours. This dually provided the discipline (command and control) and agility (relational) required of the crisis response. While some leaders experienced discomfort in enacting these dual behaviours, this discomfort related to dissonance with leadership preferences rather than conflict between the styles. Both leadership approaches were considered necessary to effectively manage the health system response. Originality/value: Crisis management literature has typically focused on defining and measuring the effectiveness of behaviours reflective of a command and control leadership response. Very few studies have considered the relational aspects of crisis management, nor the dual approaches of command and control, and relational leadership.	Yes	Yes	Yes	Yes	Yes	Include	Leadership style focused
The Crisis You Can't Plan For: K-12 leader Responses and Organisational Preparedness During COVID-19	Unlike many types of educational crises, the COVID-19 pandemic was a crisis leaders could not have prepared for. But research is only starting to examine how leaders' responses and organisational context have played a role. This mixed-methods study accordingly examines how leaders have mitigated challenges presented by the COVID-19 pandemic, and what local factors are most salient. Investigating two districts over two years in the United States, we conducted extensive interviews with leaders (n = 41) and teachers (n = 18), gathered responses to the Comprehensive Assessment of Leaders for Learning (CALL) survey (N = 111), and district emergency operation plans. We find these education organisations possessing a culture focused on instructional inquiry, more developed distributed leadership networks, and greater material resources were better positioned to respond to the unexpected crisis. In contrast, those lacking such capacities experienced increased stress. Together, these findings further demonstrate the importance organisational preparedness and resources play when limited expertise and technical solutions exist.	Yes	Yes	Yes	Yes	Yes	Include	Mixed-method study
How Contextual is Destructive Leadership? A Comparison of How Destructive Leadership is Perceived in Usual Circumstances Versus Crisis	Purpose: This study aims to investigate the differences between destructive leadership in two different contexts: crisis management and usual circumstances. The specific research questions are as follows: What is the relationship between destructive leadership behaviours in usual circumstances and destructive leadership behaviours in crisis management? Are destructive leadership behaviours in usual circumstances or in crisis management the best predictors of trust in the leader and subordinate performance? Design/methodology/approach: Questionnaire responses were obtained from 337 individuals who had experience from handling various societal crises, such as terror attacks and forest fires. The respondents represented four different organisations: municipalities, county administrative boards, the police and the emergency service. Findings: The results from the study reveal that there is a strong association between destructive leadership in usual circumstances and destructive leadership during crisis management. The study indicates that everyday leadership matters the most. It is above all behaviours in usual circumstances that show the strongest associations with trust in the leader and subordinate performance. The results also show that it is especially task-related, passive forms of destructive leadership behaviours that show the strongest association with the studied outcome variables. Research limitations/implications: Limitations related to measurements and self-reported data are discussed. Practical implications: The study emphasises the importance of paying attention to leaders' task- and strategic-oriented behaviour as well as the importance of building trusting relationships with the subordinates. Originality/value: The need for industry-specific studies of destructive leadership has been highlighted and this study contributes with knowledge from the crisis management context.	No	No	No	No	No	Exclude	Quantitative; not fitting for RQ
More Pivots than a Centipede on Ice Skates: Reflections on Shared Leadership in a Post-Secondary Institution During COVID-19	This article is a case study describing the University College of the North's (UCN) response to the COVID-19 pandemic during pandemic planning and management processes at UCN from March 11, 2020, to September 30, 2021. UCN's planning processes evolved from a top-down approach led by administration to an approach that saw greater shared leadership in the crisis. Shared leadership included senior leaders, middle management, faculty, and staff who both addressed the immediate crisis and engaged in post-pandemic planning. Lessons learned may help post-secondary institutions gain greater resiliency and sustainability as the post-COVID environment emerges.	Yes	Yes	Yes	Yes	Yes	Include	Focus on top-down communication approach
Why Effective Crisis Communications Require Strong Fundamentals in Practice Every Day	Public companies make substantial investments each year in brand awareness, promotion and reputation initiatives to grow their business, attract investors, customers and employees and create a favourable business climate. Yet external events or internal shortcomings that lead to organisational crisis can quickly undercut those investments in brand reputation. The management of those incidents most often falls to the communications and legal functions. It is important for marketing and communications executives to be attuned to the need for a rapid and effective response to such crises and to ensure that the natural competitiveness between communications and marketing is not a distraction during a crisis. The authors present an approach that relies heavily on everyday best practices, trust and relationship building to optimise an organisation's ability to respond to crisis quickly and effectively and that provides a road map for senior executives to build a strong communications culture that can adapt to business challenges quickly and successfully.	No	No	Yes	No	Yes	Exclude	About reputation
Collective Response Capacity: Developing Crisis Leadership in Organisations	How can crisis leadership be developed before an organisational crisis occurs? This article addresses this important question by reviewing three individual-level leadership perspectives (leader personality traits, leadership styles, and functional leadership) and three organisational level perspectives (leadership as contextual, leadership as collective, and leadership as dynamic), on how to develop crisis leadership with regard to recruitment, selection, and training. While crisis leadership is often perceived as something individual "leaders are born with" or as a variant of general leadership abilities, such an understanding leaves much to chance in terms of who will be effective leaders in a crisis, as well as the development of leadership capacity in organisations before a crisis actually occurs. This passive approach not only contradicts research on what constitutes effective crisis leadership but also is perceived to be unethical in terms of the potential consequences ineffective leadership can have in a crisis. This article provides an integrative overview of current and hitherto dispersed crisis leadership development research, showing how recruitment, selection and training to achieve collective crisis leadership capacity encompasses switching between organisational and individual level perspectives. We suggest implications for theory and future research as well as for practitioners responsible for developing crisis leadership in organisations.	No	No	Yes	Yes	Yes	Exclude	Not enough focused on communication
Leadership in a Continuous Crisis	Research has focused on episodic crises (e.g., fire extinguished), with regard to causality, management, and recovery. But some crises (e.g., illegal migration) are continuous, with no clear conclusion, and the nature and timing of the recovery phase are indeterminate. To explore the challenges facing leaders in a continuous crisis, we turn to 'extreme fiction' – a radically imaginative narrative of possible accidents, crises and disasters. The television series The Walking Dead is an example of a continuous crisis. This is also a novel crisis, which means that crisis management routines, protocols, and standard operating procedures may not apply, and the value of past experience may be limited. Our analysis offers a novel perspective on the nature of the crisis leadership role, by showing how a continuous crisis generates three paradoxical leadership agendas: managing the crisis (which includes unmanageable elements), managing conflict (while initiating and participating in conflict), and managing values (which may have to be temporarily abandoned). Our findings also demonstrate how contextual properties shape the leadership role in a continuous crisis.	No	No	No	No	No	Exclude	Fiction based

Permanently on Standby: Practitioner Perspectives on the Complexities of Crisis Planning	Although crisis planning (including both prevention and preparation) is well-established as the 'alpha' of crisis management, businesses caught off-guard in the face of crises. What impedes business organizations from heeding scholarly advice to engage in crisis planning? Interviews with corporate communication professionals suggest that in a fast-evolving digital landscape characterized by the ambiguity of what 'qualifies' as a crisis, the need for an organizational culture of preparedness and balancing structure with agility are the hallmarks of crisis planning. Even when interviewees acknowledge the importance of crisis planning, cultivating a culture of preparedness is contingent on an engaged leadership that recognizes and provides communication professionals a seat at the table, fosters internal coordination, and understands the importance of peacetime relationships with stakeholders. Our paper addresses the complexities and implications of crisis planning that is typically hidden from view.	No	No	Yes	No	Yes	Exclude	Pre-crisis focus
Leadership in Unstable Conditions: Change Management Strategies and Effective Crisis Management for Achieving Success	The paper is devoted to the issue of leadership in unstable conditions in terms of change management strategies and effective crisis management for achieving success. The relevance of the study lies in the fact that it is challenging to be a leader in a changing world where it is almost impossible to predict all the factors of influence, as well as the significance of each unfavorable factor. Consequently, the leadership should be based on precise calculations and a deep understanding of the processes. Also, it should be based on the absence of fear of risk and loss of the company's leading position in the market. The article aims to highlight the leadership in unstable conditions in terms of change management strategies and effective crisis management for achieving success. The subject of the study is modern change management strategies in the business environment. Research methods. The research employed such methods as description, analysis and synthesis, comparison, generalization, and modeling. The article outlines the complexities of leadership in the modern unstable environment. The authors describe the factors influencing the contemporary business environment. Furthermore, they analyze the essence of VUCA as a modern world and compare the differences between the VUCA and BANI worlds. The paper considers such features of the contemporary world as complexity, ambiguity, uncertainty, instability, fragility, anxiety, and the presence of many threats. In addition, it summarizes the impact of artificial intelligence on the business environment and competitiveness. The authors describe such modern change management strategies as the strategy of developing emotional intelligence and intuition, the strategy of non-linear thinking, the VUCA concept, and mindfulness. The article describes the possibilities of developing each strategy while training staff and managers. Also, the use of scenarios in specific cases is analyzed. The paper analyzes the essence of crisis management and determines the differences between preventive and curative strategies. The study considers the application of crisis management in certain circumstances and its benefits.	No	No	No	No	No	Exclude	Too broad, not fitting for RQ
Exploring Crisis Leadership During COVID-19: A Case Study on OYO	The case explores the steps taken by the leadership team at OYO to mitigate the challenges faced due to the COVID-19 pandemic. As a young start-up on the growth trajectory, OYO was hit harder than some of its established competitors. With the onset of the pandemic, the hospitality industry had come to a grinding halt and occupancy rates were at an all-time low. It was necessary for the management to revamp organizational structures and processes, and exhibit strong leadership skills to drive the workforce through one of the most challenging periods that OYO would have to go through. A recurring theme observed throughout the case is the resilient leadership response to the crisis by the protagonist, that is, Ritesh Agarwal, the Founder and Group CEO of the company, and his unwavering involvement in ensuring to keep the company afloat. Several people-centric initiatives that were undertaken for different stakeholder groups are outlined throughout the case and a major focus is given to the importance of decentralized and distributed leadership in the face of a crisis. The case is a narrative on organizational crisis management on the face of a setback and the role of leaders and empowered employees to navigate it.	Yes	Yes	Yes	Yes	Yes	Include	Case study about a start-up
A New Mechanism for Crisis Management Success	The goal of this study is to present a thorough analysis of the ways that organisational culture (OC) and risk assessment competencies of leaders affect the creation of strategic frameworks, especially about high-quality crisis decision-making. A self-administered questionnaire was distributed to 436 organisational personnel; 304 valid responses were received, and these were analysed using variance-based structural equation modelling. The findings show that OC, leadership risk assessment and a strategic management plan (SMP) are favourable predictors of high-quality crisis decision-making. According to this research, every variable strengthens the link between SMP quality and crisis decisions. The study is supported by an integrated method for understanding complex organisational facts. Practical ramifications for leadership development include strengthening leaders' capacity to appraise risk, considering OC and employing an SMP to guarantee that, when making sound crisis judgements, they are both innovative and compliant with organisational ethics.	No	No	No	No	No	Exclude	Quantitative study about organizational culture
Turning Crisis into Opportunity: The Key Role of Leadership	Purpose: This paper aims to review the latest management developments across the globe and pinpoint practical applications from cutting-edge research and case studies. Design/methodology/approach: This briefing is prepared by an independent writer who adds their own impartial comments and places the articles in context. Findings: Effective leadership is a vital ingredient in the success of any organization. Many leaders are competent enough when times are prosperous. But when things get tough, only the best are able to step up to the plate. It is somewhat disconcerting that crises are a frequent occurrence in the business world. Such problems manifest themselves in various guises and their consequences often have the potential to be catastrophic. The demise of high-profile corporations like Enron is ample testimony to that. One sad fact of a company crisis is the ripple effect, ensuring that few people emerge unscathed. The positions of management and employees alike become precarious, while shareholder investments are equally insecure. Practical implications: The paper provides strategic insights and practical thinking that have influenced some of the world's leading organizations. Originality/value: The briefing saves busy executives and researchers hours of reading time by selecting only the very best, most pertinent information and presenting it in a condensed and easy-to-digest format.	No	No	Yes	No	Yes	Exclude	Topic too broad
Did Destructive Leadership Help Create the Conditions for the Spread of Covid-19, and What Are the Early Warning Signs?	This research asks: "were there any objectively identifiable signals in the words leaders used in the early stages of the Covid-19 pandemic that can be associated with ineffective management of the crisis?" We chose to focus on the leaders of the two English-speaking nations that fared worst and best in the pandemic, the United States and New Zealand. By way of background and in order to contextualise the research, we compared and contrasted Trump's and Ardern's leaderships using the toxic triangle framework of destructive leadership. We then focused on the leader behaviour element of the triangle by using computerised text analysis (CTA) to analyse Trump's and Ardern's public pronouncements during the critical early stages of the pandemic. Based on a similarity index (S), we identified linguistic markers associated with destructive leader behaviours and negative outcomes (Trump) and non-destructive leader behaviours and positive outcomes (Ardern). We discuss future applications of these linguistic markers for the diagnosis both of incumbent and potential leaders' responses to crises management.	Yes	Yes	Yes	Yes	Yes	Include	Focus on two different leadership styles and communication strategies
Reframing Leadership: Jacinda Ardern's Response to the Covid-19 Pandemic	Women's underrepresentation in political leadership has been a constant global challenge during recent decades. Although women's leadership and its impact on organizational and country performance have been systematically explored, new research avenues are opened through the emergence of various crises. Crises constitute instances in which the intersection of leadership and communication is shaped and enforced, and how female leaders tackled and managed crises has been found to be different from that of their male counterparts in various instances. This study aims to examine the crisis communication approach taken by Jacinda Ardern during the 2020 global public health crisis generated by the Covid-19 pandemic. Female leaders were found to enforce a more effective and persuasive communication approach during the crisis, but Jacinda Ardern's crisis management approach has been grounded in a feminist ethics of care since her response to the Christchurch mosque shootings in 2019. This article aims to emphasize the importance of communication in reframing leadership, by analyzing Jacinda Ardern's Facebook communication from the beginning of the Covid-19 crisis. By examining how her messaging is embedded in values and attitudes specific to the ethics of care, we contribute to theorizing ways in which crisis communication is grounded in feminist ethics.	Yes	Yes	Yes	Yes	Yes	Include	Strongly related to RQ
Why Some Hotels Get It Right and Others Don't: Perspective of Situational Crisis Communication Theory Towards Crisis Response Strategies	As the victims of the COVID-19 pandemic, hotels depend on effective crisis leadership to respond to the crisis. Despite its significance, limited studies have accentuated the role of crisis leadership in an organization's intention to engage in effective crisis response. To fill this gap, this study examines the hotels' crisis responses in a Victim crisis cluster based on the intention to respond using Situational Crisis Communication Theory (SCCT). The findings reveal Denial along with Bolstering strategies to be prominent. The findings offer theoretical and practical implications to tourism and hospitality research by illustrating the role of crisis leadership for an effective crisis response during an unprecedented crisis, especially during the victim type crisis.	Yes	Yes	Yes	Yes	Yes	Include	Situational Crisis Communication Theory
The Impact of Crisis Leadership on the Performance in Public Sector: The Mediation Role of Trust and Knowledge Sharing	In crisis scenarios, trust and knowledge sharing are rare and crucial for moderating the relationship between leadership and performance. This paper examines how leadership influences the performance of civil servants during crises in the public sector, mediated by trust and knowledge sharing. The authors develop a theoretical model and empirically test it with survey data from 346 civil servants in the public sector related to epidemic response in China. A structural equation model is used to examine the paths through which leadership affects performance. This research indicates that crisis leadership can directly enhance contextual performance but does not directly impact task performance. However, both explicit and tacit knowledge-sharing behaviour can exert significant mediating effects. Furthermore, cognition-based trust can indirectly influence task performance through a chain mediation effect involving explicit knowledge sharing. This research underscores the multifaceted impact of crisis leadership and elucidates how leaders can effectively navigate crises through different types of trust and knowledge-sharing strategies.	No	No	Yes	No	Yes	Exclude	Focus on the positive psychological effects of knowledge sharing
Safety First, but How? Examining the Impact of Safety Leadership in Frontline Healthcare Workers' Safety Performance During Health Crisis	With the high rates of health workers' mortality and morbidity during health crises such as the COVID-19 pandemic, this study examined how safety leadership style could improve health workers' safety performance with a mediating role of safety consciousness (SCC), and a moderating role of communication transparency (CT). Survey data from 562 health workers in Ghana's Greater Accra and Ashanti regions were gathered and analysed using structural equation modelling in SMART PLS 4. The findings show that safety leadership positively impacts safety performance. Additionally, safety leadership had a positive impact on affected consciousness. Again, SCC had a positive effect on performance. Furthermore, SCC mediated the positive relationship between safety leadership and safety performance. Finally, the SCC-safety compliance was negatively moderated by CT, though it did not moderate the SCC-safety participation relationship. This paper holds significance as it offers strategies to enhance the safety performance of frontline healthcare workers during health emergencies such as pandemics. The measures provided in the study potentially mitigate the risks of virus contraction and health workers during health emergencies.	No	No	Yes	Yes	Yes	Exclude	Focus too strong on health sector

Exigence-ential Leadership: Exploring the Limits of Leadership in a Crisis	Purpose: The purpose of this paper is to explore how leadership can better respond to a crisis. It aims to integrate ideas from existentialism into a discussion of how leadership could develop and provoke debate. Design/methodology/approach: A review of the literature on leadership, crisis management and existentialism was adopted for the preferred research methodology. Findings: This paper identified a gap in the literature on leadership in an exigency and offered an alternative to the technical-rationalist conceptions of leadership behaviour. Practical implications: Reference is made to the benefits of counselling for leaders following a crisis. Originality/value: This paper is an original contribution to the work on leadership. Through the concept of exigence-ential leadership, this paper integrates ideas taken from existentialist philosophy, to provide a new way of conceptualising leadership in an exigency.	No	No	Yes	No	Yes	Exclude	Does not fit for RQ
Adaptive Leadership in Times of Crisis: Exploring Situational Responses and Contingent Factors at Sub-national Levels	The COVID-19 pandemic underscored the necessity for effective public service leadership in managing complex crises. Employing the extended case method, this study examines sub-national pandemic responses in three countries, analyzing six comparative cases across governments and healthcare organizations. It focuses on the Situational Leadership Model (SLM) amidst diverse contingent factors such as political environments, resource allocation, cultural nuances, and community engagement. The findings demonstrate the adaptability of SLM in dynamic crisis contexts, highlighting its applicability in various organizational structures and cultural settings. Particularly notable is the interplay between organizational structure and leadership dynamics, as seen in the contrasting approaches of Zhongnan Hospital and Mayo Clinic. This research augments the discourse on crisis leadership, emphasizing adaptable and context-aware leadership strategies in navigating global health crises. It offers both theoretical and practical contributions, providing strategic insights for policymakers and leaders in similar future crises.	Yes	Yes	Yes	Yes	Yes	Include	Situational leadership model
Strategic Renewal During Crises - A Pragmatist Proposition For Multinational Enterprises in a Globalized World	Unforeseen environmental shocks, such as the Covid-19 pandemic, often throw organizations into disarray and chaos. Although some organizations can successfully navigate these crises by implementing effective coping strategies, others need more knowledge on crisis management. This paper proposes strategic renewal for multinational enterprises (MNEs) facing such challenges and emphasizes the importance of developing knowledge acquisition, exploitation capabilities, and ambidextrous leadership. Based on an integrative literature review and adopting a pragmatist paradigm approach, we present a multivariate process map for strategic renewal during crises. This can be a valuable tool for MNE practitioners to prepare for future crises preemptively.	Yes	Yes	Yes	Yes	Yes	Include	Focus on MNEs
Public Leadership in Times of Crisis: Lessons to Learn From a Crisis Communication Point of View	Courses: Public Relations, Public Administration, Crisis Communication, and Crisis Management. Objective: Students explore crisis communication in a public setting, where public leaders are supposed to communicate the impact of a crisis to citizens, the media, and other stakeholders.	No	No	No	No	No	Exclude	Unclear
Crisis Management & Team Effectiveness: A Closer Examination	Being able to effectively respond in the event a crisis is relevant to an organization's survival. Whether or not an organization is prepared for a potential crisis depends upon senior officials, and other personnel operating within the company. Corporations with established crisis management teams are able to communicate and effectively respond in the event of a crisis. The purpose of this paper is to suggest effective crisis management depends upon several team-related factors that may influence an organization's response and its ethical responsibility. First, the term crisis is defined, followed by an overview of the differences between crisis communication and crisis management. Second, a review of relevant literature regarding teams and effectiveness is examined. Third, several propositions regarding team effectiveness and crisis management are provided. Finally, ethical concerns in regards to the crisis team and the corporation are reviewed.	No	No	Yes	No	Yes	Exclude	Not focused on Covid-19 pandemic
Investigating Top Management Preparedness for Leading its Governance During the Coronavirus Crisis	This paper aims to examine the extent to which top management strategically thinks so that their organizations are completely ready to carry on being well-functioning in all business aspects during the periods of unpredictability or crisis. We mainly focus on testing the impact of a set of mechanisms, representing some preparedness measures, on the ITG maturity of the surveyed organizations in Lebanon. The empirical findings of the conducted survey reveal that the major enablers of effective ITG leadership under crisis are "Periodic communication of ITG mechanisms" and "Tested crisis communication plan" while five other factors have moderate influence and one factor has little influence.	Yes	Yes	Yes	Yes	Yes	Include	Focused on company named ITG

Data Extraction								
Title	Study ID (author,year)	Objective of Study	Research Methodology	Main Findings	Limitations	Key Quotes	Keywords	Comments
Internal Crisis Communication and the Social Construction of Emotion: University Leaders' Sensegiving Discourse During the COVID-19 Pandemic	(Yeomans and Bowman 2021)	Employee-focused sensegiving discourses by university leadership during the COVID-19 health crisis. Objective: how to construct emotions in the rhetoric-audience relationship.	Rhetorical Discourse Analysis (RDA); interpretivist approach; qualitative data	Three core narratives: organizational competence and resilience, empathy, reassurance and recognition; and community and location. They help to mitigate audience dissonance driven by uncertainty.	Focused on internal communication and not so much on employee perspective	" [The] emotional labour of leadership is most visible in empathic discourse which constructs crisis as a shared experience" (11); "shared leadership narratives reinforce identity and belonging. These narratives consistently challenge the untenability of uncertainty and insecurity, characteristic of modern-day crises" (13); Leaders who are mindful of different audience contexts in their communication are visible and empathic within evolving circumstances" (15)	Style: Sensegiving, emotion-sensitive, adaptive leadership; Traits: Empathy, emotional intelligence, adaptability, resilience	
Resilience, Reorientation, and Reinvigoration: School Leadership During the Early Months of the COVID-19 Pandemic	(McLeod and Delsky 2021)	Analyze school organization with focus on vision and values, communication, instructional leadership, organizational capacity-building, equity-oriented leadership, and recognition of future opportunities.	Interviews	Effective crisis leadership in communication relies on consistent, transparent, and clear messaging that builds trust and fosters a sense of community. Leaders must engage in sensemaking and meaning-making to navigate uncertainty, adapt to evolving phases of the crisis, and guide collective responses rooted in shared values and resilience.	Internal focused, and just focused on the education context	"One of the most consistent elements of crisis leadership appears to be sensemaking in conditions of uncertainty (2); "Another consistent element of crisis leadership is effective communication, and numerous scholars have emphasized the leader's role in communicating with both internal and external audiences" (2); "The importance of clear, constant, and effective communication was universally recognized" (7)	Style: Equity-oriented, communication-focused, collaborative, adaptive leadership; Traits: Resilience, empathy, flexibility	
US Political Leadership and Crisis Communication During COVID-19	(Watkins and Clevenger 2021)	Analyzing how political leaders' communication styles and crisis management approaches during the COVID-19 pandemic influenced public perception and potential political fallout.	Analysis of speeches	Effective crisis leaders demonstrate decisiveness, adaptability, and resilience, using transparent communication to build trust. Additionally, the study highlights that crisis types affect leadership effectiveness, as leaders must adapt their approach based on the crisis's nature and demands.	Political leadership	"In times of crisis, leaders must act as anchors of stability and resilience, fostering trust through consistent and transparent communication."	Style: High-control, low-control, adaptability leadership; Traits: Decisiveness, transparency, sensitivity, resilience;	
Under pressure: Women's leadership during the COVID-19 crisis	(Bruce et al. 2021)	Impact of female leadership on crisis management, specifically during the COVID-19 pandemic in Brazil, by comparing outcomes in municipalities led by women versus men in narrowly won mayoral races.	Regression Discontinuity (RD) design	/	Focused on developing / countries	/	/	Sorted out because unrelated to RQ.
Responding to the COVID-19 Crisis: A Principled or Pragmatist Approach?	(Boin and Lodge 2021)	Decision-making under crisis-induced uncertainty by comparing two approaches: a principled approach, guided by core values, and a pragmatist approach, relying on trial-and-error with rapid feedback.	Comparison	While the principled approach provided clarity and consistency, it was inflexible; the pragmatist approach allowed adaptability but created communication challenges as policies shifted. Leaders often moved between these approaches, initially relying on principles and later embracing pragmatism, especially when easing restrictions.	Effectiveness of both approaches could not really be measured.	"One way to deal with crisis-induced uncertainty is to base all decisions on a core principle or value" (3); "Pragmatism believe that reality cannot be known by collecting and analysing ever-more information" (5)	Style: Principled and adaptive leadership; Traits: Pragmatist, decisiveness, resilience, strategic communication	
Enhancing Employees' Knowledge Sharing Through Diversity-Oriented Leadership and Strategic Internal Communication During the COVID-19 Outbreak	(Lee et al. 2020)	Examine the effects of diversity-oriented leadership and strategic internal communication on employees' knowledge-sharing behavior during a crisis situation, coronavirus (COVID-19) outbreak in particular	Online survey	Effective crisis communication is supported by diversity-oriented leadership , which values inclusiveness, accessibility, and openness, and transparent internal communication , which builds trust and fosters knowledge sharing. Leaders who encourage diverse perspectives, provide comprehensive and credible information, and promote employee autonomy can enhance engagement and collaborative problem-solving, key factors in navigating crises successfully.	It's unclear whether these directly cause improved crisis responses or if other factors, like organizational culture, play a significant role	"Leadership behaviors are especially critical for the effective management of an organizational crisis to encourage employees to actively engage in knowledge behaviors" (1527); "Among various types of leadership behaviors, diversity is essential for successful leadership in times of crisis" (1527); "In the context of a crisis, knowledge sharing is particularly important because through exchanging information, ideas and suggestions, employees are able to identify or create actionable problem-solving knowledge and practice, which provide them with clear orientation and guidance to deal with complex task environments during the crisis" (1532)	Style: Diversity-oriented leadership; Traits: Openness, availability, accessibility, fairness, transparency, knowledge sharing	
What Was That All About? On Internal Crisis Communication and Communicative Coworkership During a Pandemic	(Heide and Simonsson 2021)	To deepen understanding of the role of internal communication during crises like the COVID-19 pandemic, focusing on leadership communication approaches and their alignment with coworkers' communication roles.	Case study	Effective crisis communication requires leaders to go beyond information-sharing by fostering collective sensemaking and active employee engagement . Leaders using the Process ICC approach—emphasizing dialogue, transparency, and emotional support—promote resilience and cohesion, while Managerialistic ICC focuses on directive decision-making. Effective crisis leaders favor the Process ICC to empower employees in interpreting and communicating information.	Internal communication focused.	"During an acute crisis phase there is often a complex interplay between external and internal communication, and to keep the loyalty of employees, it is important to comment on and discuss external media reporting internally" (263); "An important aspect during a crisis is the psychological dimension such as handling fear that a crisis might have developed" (266); Leaders need "to be transparent, open organization and to enable coworkers to take an active communication role" (271)	Style: Communicative coworkership. Really internal managerialistic and process ICC; focused	
Recalibrating Pandemic Risk Leadership: Thirteen Crisis Ready Strategies for COVID-19	(Wardman 2020)	Wardman identifies 13 "crisis-ready" strategies that aim to foster a pluralized leadership approach for pandemics, drawing on case studies of international responses and shortcomings in the UK's COVID-19 management. The strategies emphasize core elements of successful crisis leadership and communication, including planning, clarity, trust, and adaptability.	Literature Review, comparative case examples	shared leadership as a critical factor in effective pandemic management, highlighting its role in fostering resilience, collaboration, and adaptability in a complex, institutional setting. Shared governance and collaborative decision-making processes count	No empirical data on specific leadership traits.	If leaders are clear sighted, proactive, inclusive, and respond decisively, it is thought that harm and damages can be minimized, and trust can be gained. (1093); "Contemporary crisis management now emphasizes the importance of inclusive partnership [...] as critical for bridging gaps in risk knowledge and fostering collective understanding" (Wardman 2020, 1094).	Style: Pluralist leadership; Traits: Adaptability, clarity and transparency, empathy and solidarity, inclusiveness	
Synergistic Triad of Crisis Management: Leadership, Knowledge Management and Organizational Learning	(Buhagiar and Anand 2021)	Investigate how organizations can minimize the impact of crises by adopting a multidimensional crisis management approach. Focus is on understanding key elements that contribute to effective crisis response across various crisis types.	Narrative literature review	Effective crisis communication is supported by leaders who establish a shared vision , prioritize employee morale , and balance conflicting needs within the organization. Leadership style is like transformational and charismatic are particularly effective, as they foster motivation, emotional control, and stakeholder engagement, while destructive styles increase stress and hinder crisis response.	Focused on organizational learning; unsystematic collection of literature	"Leadership, knowledge management and learning are key factors in organizational adaptation during contexts of crisis" (413); "Leaders, in their strategic position, during contexts of crisis, are perceived to focus on cultivating a proactive organizational climate for crisis management – this is likely to involve managing organizational personnel through balancing paradoxes and tensions, such as creating an environment of flexibility, yet, implementing rules, providing freedom, yet, avoiding isolation, etc." (425)	Style: Transformational, charismatic, Highly relevant destructive leadership; Traits: Openness, emotional intelligence, self-confidence, inspirational, problem-solving attitude and open communication	
Framing COVID-19: Public Leadership and Crisis Communication By Chancellor Angela Merkel During the Pandemic in 2020	(Kneuer and Wallachek 2022)	Examination of the crisis communication strategies of Angela Merkel during the first phase of COVID-19 (March–July 2020). The authors focus on Merkel's use of solidarity framing and how her communication adjusted across three public forums: speeches, press conferences, and weekly podcasts.	Quantitative content analysis	Leadership here is marked by "discursive ingroup construction," where she invokes collective solidarity to support pandemic measure	Study just focuses on initial crisis response and not the subsequent phases	"Merkel's appeal for solidarity stood as a principal frame...differentiating her communication from leaders relying on militaristic metaphors" (688); "Merkel's shift from national to European solidarity underscores her flexible communication, reflecting both the pandemic's domestic impact and her role in EU leadership" (698)	Style: Solitary-based leadership (related to transformational or servant leadership); Traits: Empathy, adaptability, clear and consistent, values-driven	
The Importance of Policy Narrative: Effective Government Responses to Covid-19	(Mintrom and O'Connor 2020)	Explores how policy narratives shaped the effectiveness of government responses to COVID-19, focusing on state-level responses in the United States. Analyzing the messaging of four state governors (California, Florida, New York, Texas) to identify narrative elements—consistency, local context, and alignment of talk with action—that contributed to either successful or problematic crisis responses.	Qualitative comparative analysis	/	/	/	/	Exclusion because of emphasis on policy narrative
How Focusing Positively on Errors Can Help Organizations Become More Communicative: An Alternative Approach to Crisis Communication	(Simonsson and Heide 2018)	Study examines how viewing organizational errors as resources can improve internal crisis communication. Centers on the concept of the "communicative organization," emphasizing the need for an open, learning-focused culture where errors are not punished but used for proactive learning and crisis prevention.	Qualitative case study	Effective crisis leadership in internal settings hinges on communicative leadership traits such as openness, non-punitive responses to errors, and fostering a safe, collaborative environment for error reporting. Leaders who support continuous learning and establish clear, accessible communication channels help prevent crises by enabling early error detection.	Internal crisis communication in health care setting	"Leaders who engage in communicative leadership foster an environment where all employees feel empowered to discuss errors openly, promoting learning and prevention" (186); "Internal crisis communication should move beyond acute crisis phases and instead integrate ongoing anticipation and learning" (188).	Style: Communicative and transformational style; Traits: Openness, empathy and support, facilitative attitude	
Early Evidence of Leadership Skills and Strategies in Managing the Impact of COVID-19 Pandemic in the Hospitality Industry	(Hahang, Bayraktar, and Jimenez 2022)	Investigating essential leadership skills and strategies that have proven effective in navigating the early stages of the COVID-19 crisis in the hospitality sector.	Qualitative with semi structured interviews	Leaders who practiced flexibility, empathy, and clear communication were better able to foster resilience, manage stress, and maintain operational continuity.	Focus on the hospitality sector ; missing findings may not be generalizable	"In a crisis, positivity and flexibility are essential; leaders must encourage employees to remain hopeful while adapting rapidly to the evolving situation" (501); "Effective crisis leadership in hospitality hinges on openness and honesty, where leaders' messages are clear and empathetic to maintain morale" (500)	Traits: Decisiveness, transparency, adaptability, resilience; Style: Adaptive leadership	

Leadership and Governance in a Crisis: Some Reflections on COVID-19 (Mather 2020)		Reflective analysis on essential leadership responses to COVID-19. Mather outlines key crisis leadership actions as central to managing organizational resilience.	Reflective commentary	/	/	/	/	Relevant insights but largely based on personal observations than systematic research
Crisis Management in Higher Education in the Time of Covid-19: the Case of Actor Training	(McNamara 2021)	Investigating how leadership in high-stress environments adapted to operational disruptions caused by COVID-19. The study proposes a model of "mindful leadership" based on insights from leaders in the United States, the United Kingdom, and Australia, emphasizing resilience, community engagement, and values-based communication.	Qualitative with semi structured interviews	Mindful leadership, characterized by resilience, empathy, and adaptability, was essential for managing the shift to remote learning in actor training during COVID-19. Leaders who communicated with clarity and compassion, aligned with institutional values, effectively reduced anxiety and fostered a sense of community.	Small sample and niche topic	"Mindful leadership offers a framework through which leaders can address both structural and emotional challenges, fostering resilience within the academic community" (9). "Resilient leadership in crisis is marked by the ability to openly communicate, acknowledge uncertainties, and build a supportive environment for all stakeholders" (10)	Styles: Mindful and transformational leadership; Traits: Resilience, empathy, adaptability, reflectiveness	
A Matter for the Boss? How Personalized Communication Affects Recipients' Perceptions of an Organization during a Crisis	(Denner, Vierehl, and Koch 2019)	Examines the impact of personalized crisis communication on public perceptions of organizational reputation. Through two experiments, it is analyzed how statements by different figure and crisis types influence public perception.	2x3 experimental design	The study finds that personalized crisis communication by organizational leaders, such as CEOs, positively impacts public perceptions of the organization, particularly in preventable crises.	Focused on personalization dimension of crisis management	"Personalized statements have a more positive effect on recipients' perception of an organization's image than impersonalized statements" (2030); "The CEO's presence as the voice of the organization suggests strong crisis management, particularly when the crisis is preventable" (2034).	Styles: Personalized leadership; Traits: Accountability, commitment, visibility	
Leading in the Paradoxical World of Crises: How Leaders Navigate Through Crises	(Förster et al. 2022)	Investigates how leaders manage paradoxical demands in organizational crises, focusing on paradoxical behavior —the balancing act with operational thinking and optimism with realism—that enables effective crisis navigation.	Qualitative study	Leaders use paradoxical behaviors, such as combining strategic foresight with immediate operational actions, to address complex, often contradictory demands in crises.	Not deep enough just scratches surface of each crisis	"Leaders must exhibit both emotional distance and empathy, fostering a rational yet supportive atmosphere" (645); "Compressed situational leadership allows leaders to quickly adapt their style, applying directive or participative approaches as needed in crises" (643)	Styles: Paradoxical and situational leadership; Traits: Adaptability, resilience, empathy	
Beating the Virus: an Examination of the Crisis Communication Approach taken by New Zealand Prime Minister Jacinda Ardern during the Covid-19 pandemic	(McGuire et al. 2020)	Analyses Ardern's communication approach during the early COVID-19 pandemic, focusing on how her communication strategies helped foster national solidarity and trust. The research examines her use of empathy, consistent messaging, and varied communication channels.	Qualitative study	The study emphasizes the importance of clear, consistent, and empathetic messaging in crisis communication. Traits like empathy, calmness, and a sense of responsibility are highlighted as crucial.	Focused on one leader only, not generalizable. Only focused on early crisis stage.	"Ardern's communication combined clarity with empathy, addressing public concerns while encouraging resilience" (368); "Her choice of transparent and empathetic messaging created public trust and eased fears during the uncertain early months of the pandemic" (370).	Styles: Transformational, participatory leadership; Traits: Empathy, clarity, calmness, responsibility, adaptability	
Feminine vs. Masculine: Expectations of Leadership Styles in Hotels during the COVID-19 Pandemic	(Kachniewska and Para 2023)	Explores leadership styles in small and medium-sized off-chain hotels in Poland during the first wave of the COVID-19 pandemic. It examines how leadership styles influenced employee retention during a period of high uncertainty.	Mixed-method study	Findings indicate a strong preference for feminine leadership attributes , such as inclusivity, empathy, and transparency, while traditional masculine traits like decisiveness and risk-taking were less favored. Adaptive leadership emerged as critical, emphasizing flexibility in navigating crisis challenges.	Focused on a niche market	"Inclusivity, collaboration, and empowerment were the most valued leadership attributes during the pandemic, ensuring staff morale and retention" (18); "Transparency in communication was critical, with employees emphasizing the importance of clear and honest information even when the news was unfavorable" (19); "Adaptiveness proved to be a vital leadership attribute, allowing leaders to pivot operations and engage employees in finding solutions to unprecedented challenges" (20)	Styles: Feminine and adaptive leadership; Traits: Empathy, inclusiveness, transparency, collaboration, adaptability	
Crisis Leadership of Covid-19 Fightback: Exploratory Anecdotal Evidence on Selected World Leaders	(Rameshan 2021)	Examines the leadership styles and actions of 20 world leaders during the first wave of the COVID-19 pandemic (January to May 2020). Using anecdotal evidence, it categorizes leaders into four "action styles" based on their crisis motivations—Missionary, Strategist, Politician, and Gamer—and evaluates how these styles impacted national pandemic outcomes.	Qualitative study	Leaders with Missionary styles displayed proactive and people-focused leadership, achieving better outcomes, while Gamer styles were marked by political motivations and poor crisis management results.	Focus on early pandemic phase only	"Missionary leaders demonstrated a singular focus on public health and life, achieving superior outcomes through decisive, empathetic leadership" (146); "Gamer leaders, driven by political motivations, exhibited inconsistent actions and communication, which led to poorer pandemic outcomes" (149); "Transparent communication, emphasizing empathy and science-based decision-making, emerged as a key determinant of effective crisis leadership" (145)	Styles: Missionary, strategist, politician, gamer; Traits: Empathy, decisiveness, transparency, responsibility, adaptability	Highly relevant
Backtalk: What Principals Need to Know to Respond to a Crisis	(Jackson 2023)	The paper discusses the critical challenges school principals faced during the COVID-19 pandemic, highlighting the role of leadership in managing inequities, stress, and communication complexities.	Reflective commentary	Three essential leadership attributes—attentiveness to inequities, clear communication, and emotional intelligence—as central to effective crisis management. Principal preparation programs need to integrate crisis response skills, such as scenario-based learning, into their training curricula to better equip leaders for future crises.	Focused on US education system only and lacking empirical data	"The pandemic highlighted the importance of equity-oriented leadership, with principals stepping up to address technological, social, and systemic disparities" (67); "Clear, concise, and transparent communication is critical during crises, especially when misinformation and rapidly evolving guidelines create confusion" (67); "Emotional intelligence emerged as a critical attribute, helping principals navigate the emotional burdens of students, teachers, and their communities during prolonged isolation and uncertainty" (67)	Styles: Equity oriented leadership; Traits: Emotional intelligence, clarity and transparency, decisiveness, attentiveness	
Effects of Internal Crisis Communication during the COVID-19 Pandemic: Employee Perceptions of Communication Quality, Leadership and Relational Outcomes	(Kim, Megawak, and Baezynt 2023)	Explores the impact of internal crisis communication strategies on employee perceptions of communication quality, leadership, and relational outcomes during the COVID-19 pandemic.	Quantitative survey-based method	Research identifies two critical response strategies: instructing information and adjusting information. These strategies positively influenced perceptions of communication quality and transformational leadership, which in turn fostered employee trust, support for organizational decisions, and relational commitment.	No cross-cultural perspective	"Transformational leadership positively impacts trust and organizational support through empathetic and meaning-making communication" (488); "Effective internal crisis communication during public health crises builds relational trust and fosters organizational resilience" (495)	Style: Transformational; Traits: Empathy, clarity, motivational, adaptability, relational	Highly relevant
Manager Characteristics and Early Innovation Adoption during Crises: the Case of COVID-19 Preventive Measures in Danish Eldercare	(Bertelsen, Lindholt, and Hansen 2022)	Examines the role of first-line managers (FLMs) in adopting preventive measures during the early stages of the COVID-19 crisis in Danish eldercare. Explores how manager characteristics impact early innovation adoption	Quantitative study	Managers with academic education, shorter job tenure, and relevant prior experience were more effective in adopting preventive measures, especially during severe crises with internal COVID-19 outbreaks.	Niche sector (Danish eldercare)	"Managers with an academic educational background adopt more preventive measures in the early phases of a crisis than those with vocational or professional backgrounds" (1768); "Shorter job tenure in the eldercare sector is positively associated with early innovation adoption during severe crises" (1768)	Style: Proactive and analytical leadership; Traits: Adaptability, analytical skills	
"Do as I say but not as I do": Influence of Political Leaders' Populist Communication Styles on Public Adherence in a Crisis Using the Global Case of COVID-19 Movement Restrictions	(Liu et al. 2023)	Investigates the impact of political leaders' populist communication styles on public adherence to COVID-19 containment measures. Analyzing the Twitter posts of six political leaders from the UK, US, Canada, Australia, Singapore, and Ireland to identify communication styles and their effects on public behavior.	Mixed-method study	Leaders adopting engaging and intimate populist communication styles achieved higher levels of public compliance compared to those using more aggressive styles (e.g., "champion of the people").	Just focuses on Social Media (Twitter)	"Populist communication styles that are engaging and intimate foster greater public adherence to containment measures than styles emphasizing aggression or anti-elitism" (12); "Effective crisis communication requires balancing positivity and relatability to build trust and encourage compliance" (10); "Aggressive styles, such as the 'Champion of the People,' were less effective in motivating compliance during a public health crisis" (14)	Style: Communicative and champion of the people leadership; Traits: Positivity, approachability, clarity, emotional intelligence	Highly relevant
Messages in Conflict: Examining Leadership Communication during the COVID-19 Pandemic in the U.S.	(Sellnow-Richmond et al. 2021)	Examines the perceptions of leadership communication at organizational, state, and federal levels during two phases of the COVID-19 pandemic. Evaluates how transformational leadership traits and trust influence responses to crisis communication.	Mixed-method study	Highlights significant gaps in federal-level leadership while emphasizing the greater success of organizational and state-level leadership in fostering trust and collective action.	Focus on US context and limited sample size	"Transformational leadership fosters trust and motivation through vision, individualized support, and transparent communication during crises" (350); "Clear, motivational communication emphasizing collective safety was vital in engaging employees and constituents in pandemic guidelines" (363)	Style: Transformational; Traits: Emotional support, motivational, transparency	Highly relevant
Crisis Leadership: Political Leadership during the COVID-19 Pandemic	(Samad, Jeyjani, and Dadich 2022)	Explores the attributes necessary for effective political leadership during the COVID-19 pandemic, focusing on Australian political leaders. Identifies key leadership traits and the limitations of applying single leadership theories to crisis contexts.	Qualitative study	A combination of visionary, courageous, calm, inspirational, ethical, empathetic, authentic, and resilient attributes is crucial for effective crisis leadership.	Small sample size and subjective perceptions	"An effective leader will define the vision and communicate it to foster commitment and enthusiasm within the community during a crisis" (6); "Leadership in crisis presents a lot of uncertainty, requiring one to put aside fear and manage the situation with firmness and adaptability" (7); "Inspirational leaders attract respect by connecting with people's emotions and aligning them with a shared goal" (9)	Style: Visionary, inspirational, authentic; Traits: Resilience, courage, empathy, adaptability, inspirational	Highly relevant
The Compatibility of Multiple Leadership Styles in Responding to a Complex Crisis: Leading a Health Service COVID-19 Response	(Smithson 2021)	Explores how multiple leadership styles were employed in the health sector during the COVID-19 pandemic.	Semi-structured interviews	It highlights the use of both command-and-control and relational leadership approaches to ensure discipline and agility in crisis response. Leaders faced challenges in balancing these styles but recognized their combined importance for effective crisis management.	Leadership perspective only	"The combination of command-and-control and relational leadership styles enabled leaders to navigate the dual demands of discipline and agility during the COVID-19 crisis" (12); "Clear and consistent communication was the linchpin of trust-building and effective coordination across multidisciplinary teams" (15); "Balancing operational discipline with relational adaptability proved critical for addressing both immediate challenges and long-term strategic goals" (17).	Style: Command-and-control, relational, adaptive; Traits: adaptability, transparency, emotional intelligence, decisiveness, collaboration	
The Crisis You Can't Plan For: K-12 Leader Responses and Organizational Preparedness During COVID-19	(De Voo and Superfine 2023)	Examines how pre-existing organizational capacities and leadership traits shaped the responses of K-12 school leaders in two U.S. districts during the COVID-19 pandemic.	Mixed-method case study	Resource availability, distributed leadership networks, and a culture of instructional inquiry were critical factors enabling effective crisis management.	Narrow sample	"Distributed leadership networks and a culture of instructional inquiry enabled leaders to respond flexibly to the pandemic's challenges" (379); "Effective crisis leadership is not about predefined solutions but rather the ability to adapt to unprecedented conditions" (384).	Style: Distributed, adaptive and collaborative leadership; Traits: Adaptability, resilience, transparency	

More Pivots than a Compend on Ice Skates: Reflections on Shared Leadership in a Post-Secondary Institution During COVID-19	(Smith 2022)	Examines the response of the University College of the North (UCN) to the COVID-19 pandemic, focusing on how leadership evolved from a centralized approach to shared leadership.	Case study	Shared leadership as a critical factor in effective pandemic management, highlighting its role in fostering resilience, collaboration, and adaptability in a complex institutional setting. Shared governance and collaborative decision-making processes contributed to the institution's ability to adapt and maintain operations.	Specific to UCN	"Transparent communication, coupled with flexibility in decision-making, helped build trust and maintain operational continuity during the pandemic" (X3); "Effective crisis leadership is not about predefined solutions but the ability to adapt and innovate as circumstances evolve" (90)	Style: Adaptive and collaborative leadership; Traits: Flexibility, resilience, transparency, innovativeness	
Exploring Crisis Leadership During COVID-19: A Case Study on OYO (Kukul, Thakur, and Jena 2023)		Faced with unprecedented challenges in the hospitality sector, including plummeting occupancy rates and financial losses, the company leveraged a distributed leadership model to maintain operational continuity and innovate new business strategies.	Case study	Highlights resilience, people-centric leadership, and transparent communication as key elements of OYO's approach to navigating the crisis.	Study relies on secondary data	"The distributed leadership model enabled quicker decision-making and collaboration, reducing bottlenecks during the crisis" (466); "Transparent communication and people-centric leadership fostered stakeholder trust during layoffs and restructuring" (468); "Resilience and adaptability were central to navigating unprecedented challenges in the hospitality sector" (467)	Style: Distributed, people-centric and resilient leadership; Traits: Resilience, emotional intelligence, transparency, adaptability, proactive	Highly relevant
Did Destructive Leadership Help Create the Conditions for the Spread of Covid-19, and What Are the Early Warning Signs?	(E. S. Smith and Akatitah 2022)	Uses the toxic triangle framework to examine the leadership behaviors of Donald Trump and Jacinda Ardern during the early stages of the COVID-19 pandemic by analyzing their public statements using linguistic markers.	Comparative and qualitative study	Identifies destructive leader behaviors (Trump) and non-destructive behaviors (Ardern). It highlights how leadership styles influenced the effectiveness of crisis responses, showing the impact of hubris and authenticity on outcomes.	Focus on early pandemic phase only	"Authenticity and humility in leader speech were strongly associated with trust and effective pandemic responses" (19); "Hubristic and self-centered leader behaviors were linguistic markers of ineffective crisis management" (17); "Effective crisis communication focuses on analytical thinking and authenticity, avoiding emotional hyperbole" (19)	Styles: Authentic, destructive (bad example) and collaborative leadership; Traits: authenticity, analytical thinking, resilience, transparency, hubris (in connection with destructive)	
Reframing Leadership: Jacinda Ardern's Response to the Covid-19 Pandemic	(Voira and Stoica 2023)	Explores Jacinda Ardern's leadership during the COVID-19 pandemic, emphasizing her ethics of care approach. Paper examines Ardern's communication strategies across three crisis phases: preparation, management, and recovery.	Qualitative content analysis	Ability to blend empathy, competence, and decisiveness, positioning her as a model of compassionate and people-centric leadership.	Limited insight into policy implementation and its effects	"Jacinda Ardern's leadership was defined by her ability to combine empathy with firm decision-making, a hallmark of the ethics of care" (46); "The framing of citizens as a 'team of 5 million' exemplifies Ardern's inclusive and solidarity-driven communication strategy" (143); "Transparency, consistency, and attentiveness were core to Ardern's communication, fostering trust and public compliance during the crisis" (143)	Styles: Transformational, compassionate leadership; Traits: Empathy, authenticity, resilience, inclusiveness, decisiveness	Highly relevant
Why Some Hotels Get It Right and Others Don't: Perspective of Situational Crisis Communication Theory Towards Crisis Response Strategies	(Chakar and Upadhyay 2023)	Examines how crisis leadership and crisis response strategies influenced the ability of hotels in Goa, India, to manage the challenges posed by the COVID-19 pandemic. Using Situational Crisis Communication Theory (SCCT) as a framework, the research identifies key leadership traits and strategies that impacted organizational responses.	Quantitative survey-based method	Highlights the role of leadership in shaping the organization's intention to respond effectively during the "Victim" cluster.	Only considers crises in the "Victim" cluster, excluding other crisis types	"Crisis leadership is pivotal in shaping an organization's intention to respond, which precedes an effective crisis response strategy" (957); "Bolstering strategies were found to be significant, enabling organizations to highlight their positive attributes during crises" (959); "Effective crisis leadership combines sensemaking, adaptability, and communication to foster resilience and achieve long-term strategic goals" (957)	Styles: Adaptive, resilient leadership; Traits: Adaptability, resilience, transparency, sensemaking, strategic thinking	
Adaptive Leadership in Times of Crisis: Exploring Situational Responses (Su 2024) and Contingent Factors at Sub-national Levels		Examines the effectiveness of the Situational Leadership Model (SLM) in navigating the COVID-19 pandemic. Analyzes how adaptive leadership responses were tailored to contingent factors such as resource allocation, cultural context, and organizational structures.	Case study	Findings underscore the importance of flexibility and readiness in leadership styles, particularly during crises.	Study focuses on select sub-national cases, limiting broader generalizability	"Situational leadership proved effective in adapting to the unique demands of sub-national pandemic responses, balancing task orientation with relationship-building" (7); "The interplay of adaptive leadership and organizational flexibility was instrumental in mitigating the effects of the crisis" (10); "Crisis management success hinges on leaders' ability to adjust styles based on resource constraints, cultural dynamics, and follower readiness" (11)	Styles: (Based on SLM) Directing, coaching, supporting, delegating, adaptive leadership; Traits: Resilience, flexibility, task orientation, emotional intelligence, cultural competence	Highly relevant
Strategic Renewal During Crises - A Pragmatist Proposition For Multinational Enterprises in a Globalized World	(Anand et al. 2024)	Study proposes a framework for strategic renewal in multinational enterprises (MNEs) during crises, focusing on ambidextrous leadership and knowledge acquisition and exploitation (KAE) capabilities.	Integrative literature review	Ambidextrous leaders balance exploration (innovation and adaptability) with exploitation (efficiency and optimization) to foster organizational resilience. A Multivariate Process Map is developed as a practical guide for organizations to navigate crises like COVID-19 by integrating leadership traits and systematic knowledge management processes.	Lacking empirical validation of the framework	"Ambidextrous leadership enables organizations to simultaneously maintain operational stability and foster innovation, essential for navigating crises" (9); "Strategic renewal during crises depends on the effective integration of knowledge acquisition and leadership capabilities to guide decision-making" (8)	Styles: Adaptive, knowledge-based, ambidextrous Leadership; Traits: Adaptability, resilience, strategic thinking, learning orientation, transparency, collaboration	Highly relevant
did Destructive Leadership Help Create the Conditions for the Spread of Covid-19, and What Are the Early Warning Signs?	(Smeureanu and Diab 2020)	Explores how top management's preparedness influences IT Governance (ITG) maturity during crises, focusing on large organizations in Lebanon during the COVID-19 pandemic.	Quantitative study	Identifies crisis communication and top management inclusion as critical factors in maintaining ITG continuity. Mechanisms like periodic communication and tested crisis communication plans were found to have the strongest impact on ITG maturity, enabling organizations to sustain operations during uncertainty.	Niche sector (IT governance)	"Tested crisis communication plans are a pivotal enabler of ITG maturity, ensuring continuity during crisis conditions" (104); "Top management involvement in IT planning enhances resilience and ensures strategic alignment in the face of uncertainty" (101); "Periodic communication of ITG mechanisms supports stakeholder trust and operational stability during crises" (103)	Styles: Strategic, preparedness-oriented, collaborative; Traits: Proactive, strategic thinking, inclusivity, resilience, transparency, adaptability	