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

LEADERSHIP IN TIMES OF CRISIS

The Personality Characteristics of Managers in Times of Crisis

A Systematic Literature Approach

Sarah Luca Erhard

Work project carried out under the supervision of:

Dr Helena Martins

Human Resources Management

15/12/2022

Abstract

Coping with crisis is becoming increasingly important for leaders all over the world. Identifying people with a high potential in this field can be decisive in dire circumstances; this work addresses the issue of personality qualities of crisis managers. Thus, a systematic review of the literature was performed using the PRISMA protocol and a SPIDER table. Results show that predominantly relational skills and character traits lead to good crisis managers. These results impact research since crises are becoming more frequent in daily business and globalization. For practitioners in HR, this work means that the recruitment of crisis managers can be simplified to look for relational skillsets in applicants and to raise those by explicit trainings.

Keywords: Leadership, Crisis Managers, Personalities, Characteristics

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).

Outline

I.	Introduction.....	3
II.	Theoretical Background	4
	a. Research Question and Objective	4
	b. Research Subject	5
III.	Methodology	9
	a. Method Used & Sample Selection	9
	b. Data Collection & Analysis.....	11
	c. Trustworthiness of Method used	11
IV.	Findings.....	12
	a. The SPIDER Analysis.....	12
	b. An in-Depth Analysis of Core Studies identified.....	16
V.	Discussion	23
	a. Limitations	26
	b. Research outlook	27
VI.	Conclusion.....	28
VII.	References	29
VIII.	Appendices	38

I. Introduction

Covid-19, the Ukrainian-Russian war, inflation, geopolitical disputes, supply-chain shortages, and many more are our daily headlines - all these events are crises and what unites them are people who, willingly or unwillingly, just coincidentally must cope with the satisfactory resolution of them: crisis managers. Crises are now part of our daily business and, from some people's point of view, happen more often than reality allows, which is why scientific implications need to be identified to achieve better crisis successes in the future and to deal with crises and setbacks more resiliently (Mladen & Djordje, 2019).

But what does a good crisis manager look like, what attributes does one have, and how must one be characteristically positioned to be prepared for a crisis in the economic sense? Is there a leadership style or a personality style that naturally meets these attributes?

While the literature to date has dealt immediately with individual cases and comparisons of individual cases, this thesis is intended to summarise these individual cases into a round picture and to make a statement about how a good crisis manager is characteristically positioned and which attributes make him or her.

Since the definitions of crises and crisis managers differ widely in the literature, the definitions relevant to this thesis were first discussed to create a common ground for the continuing analysis part of the thesis.

For this purpose, a comprehensive systematic literature review was prepared, from which overarching statements are drawn in the analysis and thus an attempt is made to summarise individual cases from the previous observations into a generalisable statement. The literature review is prepared based on a Prisma flow chart, which finally led to a short list of texts with which a SPIDER analysis and subsequent in-depth findings were carried out (Kahale et al., 2022).

II. Theoretical Background

a. Research Question and Objective

In the following work, fundamental research on the characteristics and attributes of crisis managers will be conducted. The idea for the research arose from a gap that was identified in the literature. More specifically, there is no summary of the existing literature in management and psychology that deals with the attributes that a crisis manager needs. The topic is touched upon in numerous research studies but often only discussed in a case-related manner. In addition, this field of research has a high proportion of non-citable internet sources from non-scientific institutes and management consultancies (Kirman, 2010; Rascher, 2021; Tim Johnson, n.d.; Wooten & James, 2008a). In the world of science, there is little research that actively addresses the attributes of a good crisis manager.

This research is considered necessary by the research team to conduct further quantitative and qualitative research in the field of crisis management based on this observation.

As crises become more frequent and their effects become ever greater, it is becoming increasingly relevant to deal with the background of crisis management, and therefore the relevance of this topic. To be able to approach and evaluate these crisis situations appropriately, it is important to know what is meant by a good crisis manager according to the literature. During the course of the literature review, the following objectives will be analysed and answered with help of the systematic literature review:

- What are the attributes and character traits most referenced in the literature?
- Is there a consensus regarding the personality type needed for crisis management?
- Does the literature "think" that leadership style and personality are correlated or not?

b. Research Subject

i. The Crisis

A crisis occurs when the regular course of a society, a group, an individual, or humanity itself is altered or changed by external influences (Kesetovic 2021; Kesetovic and Toth 2012). Therefore, a crisis is defined as a period lasting over the medium to long term in which massive and irreparable disruptions of the social, political, or economic system occur. They are defined as a point of change in social, economic, and political norms and as an opportunity to improve their quality (Schubert and Klein 2020). As a continuation of this work, the theme will be subordinate to this definition.

Historically, crises are becoming more existential and frequent. Crises that mankind must deal with are evolving from natural disasters and crises to engineering and technology. It is for sure, that natural crises have increased as well, but we learned to forecast them in a better way rather than in economic crises. With a change in the flow of life come uncertainties, risks, and excessive demands on societies. Such decisive moments can disrupt a regular flow in various ways (Mladen and Djordje 2019).

We speak of extreme weather events, such as earthquakes, tsunamis, epidemics, or intentional actions of others, such as international conflicts and war, terrorist attacks, and human errors in managing technology (Mladen and Djordje 2019).

ii. Crisis Management

When crises occur, regardless of their environment, personalities, institutions, and/or authoritative leadership positions are required to meaningfully lead the change resulting from the crisis, to live steadfastness and consistency, and to keep all affected stakeholders optimally informed about the status and development; this is referred to as crisis management (Kirman, 2010).

Crisis management refers to the intervention and coordination of individuals and/or communities of interest before, during, and after a critical situation. Crisis management aims to resolve a crisis, minimize losses, and protect the organization and its stakeholders from escalating negative impacts. According to Knight and Pretty, badly managed crises can even mean up to ten per cent losses in the share price (Knight & Pretty, 1997). The priority is to keep the risk of failure as low as possible and to extract positive change for the organization and its internal and external stakeholders from circumstances that cannot be determined. This task is usually assigned to the top management in an organization and can be divided into three different phases (Eder & Alvintzi, 2010; Pedraza, 2010).

1. Pre-Crisis-Phase
2. Crisis response phase
3. Post-crisis phase

The pre-crisis phase is an important part of this research. It is about crisis preparedness, the right implementation of values in the company (anticipation of values into the corporate governance) and among all stakeholders, and the stable environment of the company. In many crises, the pre-crisis phase determines the extent and the negative resonance in the long term. This also includes the optimal selection of a crisis-resistant and resilient management team (Elsabbagh et al., 2004; Labaš, 2017).

The second stage of crisis management is described in the literature as the crisis response phase. This is about the active reaction to an incisive crisis in the routine of a company. This phase can also be divided into three sub-steps: Ad-hoc reaction, mid-term and long-term actions executed by crisis managers that are in charge.

Lastly, crisis management must deal with the post-crisis phase, where a reflection of the happened issues and the strategic positioning toward the new situation comes into action. In this phase, managers should fulfil all commitments adopted during the crisis and keep all

stakeholders for the future status and development of the firm in the loop. Some research also speaks of five phases of the crisis, which are as follows:

1. signal detection, (Pre-Crisis Phase)
2. preparation and prevention, (Pre-Crisis Phase)
3. damage control and containment (Crisis response phase),
4. business recovery, and
5. reflection and learning (Post Crisis phase) (Wooten and James 2008; Pheng, Ho, and Ann 1999).

After reflecting on the different phases of crisis management, one should consider an overarching concept called “The Glass Cliff” when referring to gender-related crisis management (Oliver, n.d.). The Glass Cliff phenomenon argues that female leaders tend to be more successful and forward striving within times of crisis whilst men tend to be more successful within prosperous times of management periods. Therefore, traits that can be attributed to male leaders (agentic values and traits) logically are described as meaningful looking for a leader whilst typically female traits (communal values and traits) were most meaningful in times of crisis (Abele, 2014; Bakan, 1966; Eagly & Karau, 2002).

Differences in approval of these genotypes, particularly in attributing lower stereotypical feminine characteristics to the male candidate, mediated the so-called „Glass-Cliff effect“. Finally, it is being argued, that those typical male traits are prioritized as more reluctant in the glass cliff effect than stereotypes about women and leadership (Bruckmüller & Branscombe, 2010).

iii. Crisis Managers

A manager is defined as a person who is active in a legally registered company, in an organization, or in public administration in disciplinary and/or professional leadership (Aschauer, 1970; Furtner, 2016). The leadership role is understood to imply that the manager

must have the personnel or substantive responsibility. Thereby, the manager can be assigned to personnel management, medium to long-term strategic orientation, the far-reaching picture of the company, and or the management and disposal of external and or internal employees (Eddy & Vanderlinden, 2006).

In the definition, a distinction must be made between "leadership" with personnel and interactional focus and "management" with a structural and institutional focus (Achouri, 2011).

We speak of a crisis manager as soon as the leader has active leadership responsibility in one of the three phases of the crisis. The problem with this view is that of all crisis managers, those who are planned and conscious crisis managers, and those who come into this role purely by chance and coincidence. In further consideration of the values and characteristics of the crisis manager, a best-case scenario is to be assumed; a fictitious leadership position as a crisis manager is spoken of.

III. Methodology

a. Method Used & Sample Selection

In the previous chapter, we looked at the definitions and theoretical background of the research questions. Crisis management and crisis managers were defined and what is meant by them in this thesis was explained.

The upcoming chapter deals with the methodology and first explains how the procedure will be executed in this research. The analysis will then be described and carried out.

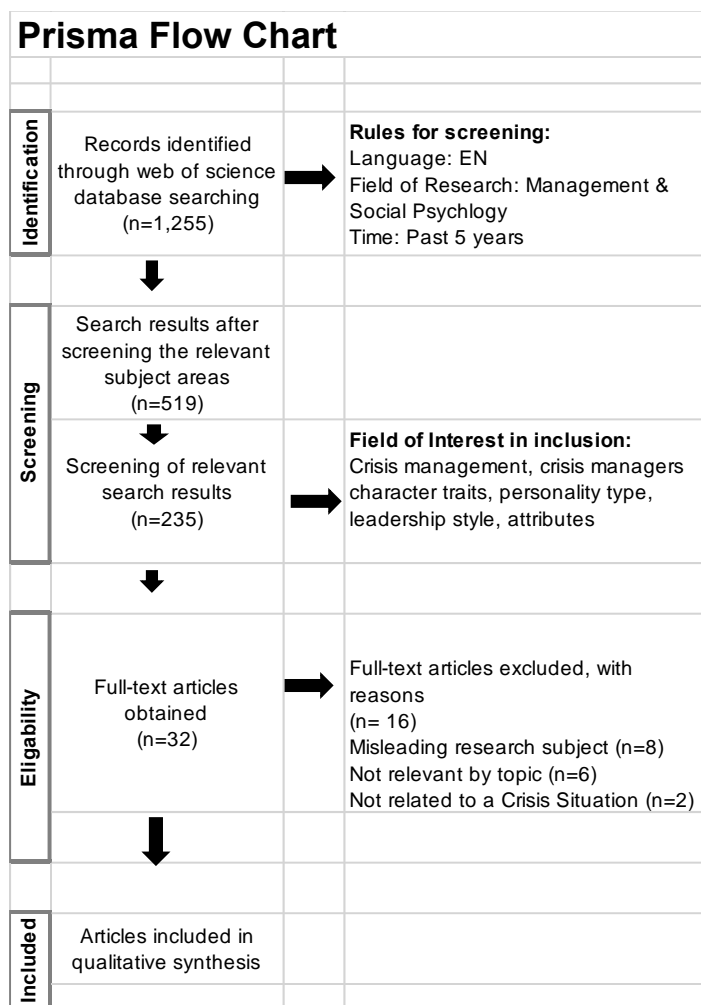
In a systematic literature review, a search is first carried out using a search string as a Boolean expression. This search was conducted on the “web of science”, a database that covers peer-reviewed journals in the broad fields of sociology, psychology, communications, political science, and public management (Chadegani et al., 2013; Jong, 2020). In this work, the search was limited to the research field of Management and Social Psychology. The Boolean expression was fed with the keywords Crisis manage*, Lead*, character and personality. In addition, various possibilities for using the corresponding connectors were tried out to be able to generate an output that was as comprehensive as possible and yet as precise as possible (Gough et al., 2017).

The search was conducted in the past five years and only in the English language, meaning that other languages such as English were excluded. Furthermore, this research focuses on cited papers in the relevant field only, others have been excluded likewise.

The original output from the “web of science” was then refined using the Prisma chart flow to finally arrive at a smaller number of adequate full texts. After reading the full-text results, certain papers were rejected based on the guidelines outlined in the Prisma flowchart.

The inclusion and exclusion process according to the principle of Prisma protocol is carried out as shown in the self-created graphic below (Kahale et al., 2022).

Figure 1: Own Illustration: Prisma Flow Chart of this Thesis:



Lastly, the included works of literature were analysed based on the statements in their abstracts. The SPIDER technique was used for this (Cooke et al., 2012; Methley et al., 2014). This step serves to prepare the findings and the discussion of this research, as the SPIDER technique can be used to analyse and evaluate the abstracts of the texts. The SPIDER technique includes the following analysis parameters: Sample, Phenomenon of Interest, Design, Evaluation and Research type (Cooke et al., 2012; Methley et al., 2014).

b. Data Collection & Analysis

Based on the sample selection described above, the data collection and analysis are likewise based on the principles of SPIDER and the systematic literature review (Cooke et al., 2012; Methley et al., 2014).

The previous chapter already described how concrete data collection is to be created from the scientifically selected sample in this step. For this purpose, each individual abstract of the selected texts is analysed and catalogued using the SPIDER technique.

For the approach of SPIDER, the researcher used the abstracts of the sampled studies and analysed them on the various parameters of SPIDER. Firstly, the abstracts were filtered according to sample size, and geographical data was also requested and collected. In some surveys, the distribution of men and women, as well as the level of education or attitude, and age were also included in the assessment of the sample. Since not every study publishes this data, it was not possible to draw an all-encompassing picture.

In the second step, the topic of the study, the phenomenon of interest, was looked at, and then the question was asked: what was investigated and what came out of the investigation? This would answer the fourth part of the analysis, in which the researcher took on the evaluation. In the last step of the analysis, the design and research type were filtered from the abstracts. It was noticeable that it was often necessary to go into the texts and the corresponding analyses to be able to find statements about the methodology.

c. Trustworthiness of Method used

Lincoln and Guba recommend creating credibility, transferability, dependability, and conformability to guarantee the qualitative investigation is rigorous (Lincoln & Guba, 1986).

The sampled literature was identified using the Prisma method by help of “web of science”. A realistic data selection procedure is promised by this methodology. Transferability can be achieved as the Prisma process, the output from the literature search provider “web of science”, the selection process has been clearly described and documented to ensure that the method is replicable. Furthermore, dependability implies that results are repeatable and constant. Finally, conformability ensures a level of neutrality to remove researcher biases and strengthen the results (Lincoln & Guba, 1986). Lastly, it should be noted that a systematic literature review is a scientifically recognised methodology.

IV. Findings

Following the explanation of the research methodology and procedure, this section objectively reports the results of the analysis carried out on the selected literature samples using the SPIDER technique (Cooke et al., 2012; Methley et al., 2014).

First, the quantifiable results of the SPIDER analysis are presented to create a picture of the literary samples considered. The aim here is to develop a feeling for the texts that were considered in the shortlist to be able to make generalisable statements about the studies. Each of the sub-headings of the SPIDER analysis will be examined and a broad statement made about the common denominators of the categories (Donato & Donato, 2019).

a. The SPIDER Analysis

Sample: In the identified texts, the research team detected the following statements and recurring patterns in the field of sample selection. The sample includes managers and leaders; in the selection of the texts, explicit care was taken to ensure that the research subject could be identified as a leader. The sample evaluated by the Prisma procedure comprises a sample size between 19 and 847 participants with a median of 299 participants. This shows us that in further research a sample size of about 299 participants should be aimed at to be in line with other

research, the small sample sizes ($N < 30$) are rather less represented and reflect the qualitative work (Wooten & James, 2008c).

Participants of the sample's studies represent many different geographies showcasing a diverse landscape within research. This is a good sign for picturing a broad event, as leadership in times of crisis is a globally relevant topic that should not be minimised to individual groups or countries. Participants across all studies identify as Jordanians, Germans, Austrians, South Arabians, Canadians, Argentineans, Australian, Brazilians, Chinese, French, Indian, Indonesian, Italian, Japanese, South Korean, Mexican, Russian, South African, Turkish, British, Americans, and citizens of the European Union (Medeiros et al., 2022; Seiffert-Brockmann et al., 2018; Seijts et al., 2022; Williams et al., 2021).

Referring to gender-specific differences, it was noted that some studies provided information on the distribution of male and female participants.

As indicated in the study, more men than women tended to be interviewed, with the exception of studies dealing exclusively with female crisis managers, in some studies female participants were even included to ensure compliance with diversity (Medeiros et al., 2022).

With reference to the Albright study, this picture is not surprising, as the sample is predominantly made up of managers and the imbalance between female managers and the glass ceiling effect is still reluctant (Albright Stiftung, 2020; Bruckmüller & Branscombe, 2010). Not only the gender of the participants but also their age was partly mapped, so the statement can be made that participants range in age from 16 to 73 years, as indicated in the studies. Most of the studies analyse deal with participants who are actively employed in business, economics, politics, or public administration.

The phenomenon of Interest: The Phenomenon of Interest in the SPIDER analysis deals with the question of what is being investigated thematically in the study. The sampled texts were

identified based on the topics of crisis management, crisis managers' character traits, personality type, leadership style, and attributes. Many of the sampled studies deal with the COVID-19 crisis due to the current pandemic situation in the world. In terms of content, it is noticeable that the studies deal with the topics, which are as follows:

- Leadership styles and their influence on employees during a crisis (Medeiros et al., 2022;Seijts et al., 2021; Wang & Guo, 2022)
- Effective crisis leadership and leadership competencies during different phases of the crisis (Wilson & Newstead, 2022; Wooten & James, 2008c)
- Woman's leadership advantage and difference between men and women in behaviours and leadership styles (Post et al., 2019a)
- Changes in leadership style because of crisis and how character influences leadership style (Medeiros et al., 2022; Seijts et al., 2021)
- Relationship between the Big Five Leadership Traits and leadership styles (Khosbayar et al., n.d.; Rubynor, 2022)

Design: The Design of the study describes the methodology used and the approach to digest the sampled data. 64,71 % of researchers chose the quantitative survey or questionnaire as a preferred methodology in the selected studies. Mostly, this methodology was analysed by a multi-regression analysis using statistical tools like "SPSS" or "R". Furthermore, the methodology of in-depth qualitative analysis, systematic theoretical evaluation, interviews, and quantitative analysis using algorithms were used in the samples. Some of the sampled studies chose two or multiple data wave collections (Sgier, n.d.).

Evaluation: After the section on the phenomenon of interest has established the content focus of the studies, the section on evaluation explains what the answer to the research question is.

During the SPIDER analysis, it was basically found that the texts can provide answers to the research questions formulated, for example, all-encompassing:

- Leadership styles have an impact on employees' followership (Alkharabsheh et al., 2014; Wang & Guo, 2022)
- Certain characteristics, skills, abilities, and traits define successful crisis managers (Medeiros et al., 2022; Seijts et al., 2022; Wilson & Newstead, 2022; Wooten & James, 2008c)
- Character traits and values are linked and therefore influence leadership style (Bajaba et al., 2021; Post et al., 2019a; Seiffert-Brockmann et al., 2018; Seijts et al., 2021)
- Female leadership advantage (Post et al., 2019a)
- The Big Five (agreeableness) are positively related to leadership effectiveness

Research Type: Utilizing tried-and-true techniques, research entails delving deeply into a subject or query with the goal of producing a new understanding of it. Because it enables researchers to confirm or disprove ideas based on precisely defined parameters, settings, and assumptions, it is an essential tool for scientific growth. As a result, it enables us to securely add to the body of knowledge since it makes it possible for research to be validated and duplicated. Resulting of the designs of the surveys, the SPIDER analysis looked at the research type as a broader information tool. In This research, 82,35 % of sampled studies chose quantitative research methods to sample their results. One team of researchers used a mixed method with interviews and a survey and a further one chose the qualitative research method. The quantitative research method is preferred in this field of research. Through the collection of quantitative data and the use of mathematical, statistical, and computer-aided tools to

measure them, quantitative research studies delve into a phenomenon. This enables the projection of generalized conclusions over time.

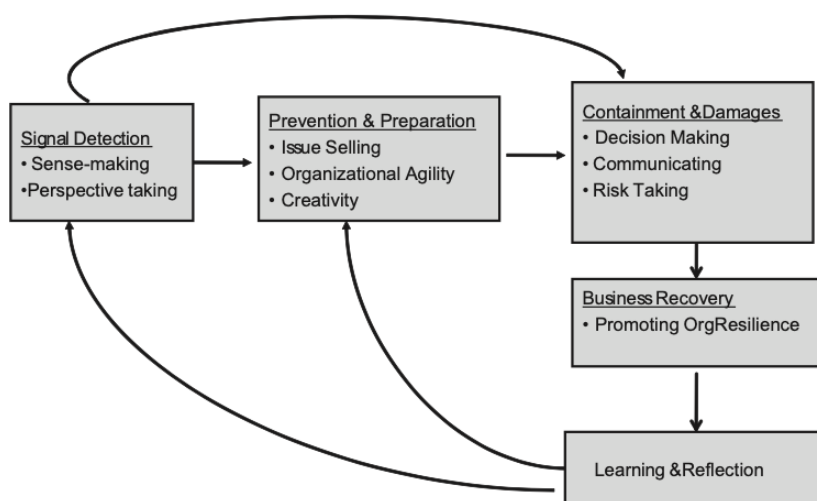
b. An in-Depth Analysis of Core Studies identified

In the second part of the findings chapter of this work, the core texts identified as most relevant will be observed and evaluated in more detail to answer the objectives and consequently the research question of this thesis. Nevertheless, all texts have been used to conclude the objectives of this research. To dive into the topic, the objectives of this thesis are as follows: It is to be found out based on the sampled literature, what are attributes and character traits most referenced in the literature. Furthermore, it will be analysed if there is a consensus regarding the personality type needed for crisis management. And finally, this work aims to find out whether the literature assumes that leadership style and personality are correlated.

In their study, Wooten and James (2008) identified which specific character traits and parameters of a manager are relevant in the five defined phases of a crisis. This provided an interesting impetus for this work to determine which character traits are relevant for a crisis manager. For this purpose, Wooten and James chose a qualitative approach and started two data wave collections. The following results emerge from these data and can contribute to answering the research question of this thesis. Managers who, according to Wooten & James (2008), have successfully achieved crisis resilience in their company have very specific characteristics. These are particularly important and visible depending on the phase of crisis they lead in.

Therefore, Wooten and James (2008) speak of requirements for crisis managers, requirements that crisis managers should fulfil to build a resilient business environment in the various phases of a crisis. It is important to note that overarching these requirements is a situational leadership approach, not underestimating that in a crisis the status quo is constantly adjusting and that leaders must react spontaneously and situationally but at the same time convey the necessary certainty and steadiness to their workforce.

Figure 2: Phases of Leadership Competencies in Times of Crisis (Wooten & James, 2008c)



The requirements described in the paper are sense-making and perspective-taking in the so-called signal detection phase. The process of sense-making crisis management means asking the following questions:

- How does something come to be an event?
- What does the event mean?
- What should I do relative to the event? (Weick & Quinn, 1999; Wooten & James, 2008c)

It generally involves turning circumstances into situational leadership which is understood and gives guidance for future actions.

Perspective-taking is a key element of social functioning, putting oneself in the shoes of others, and speaking more practically. Managers who fail to shift perspective contribute massively to the emergence of crises. It may also be that managers' failure to make sense of and adopt perspective creates crises that could have been avoided.

In the second phase, defined by Wooten and James, the prevention and preparation phase, issue selling, organizational agility, and creativity were defined as key traits for good crisis managers.

It should be noted that dealing with crises involves thematic experience, people who have thematic experience with the triggers of the crisis are better able to solve them. Thus, solving a crisis involves not only managers but also a team of experts such as scientists, for example.

These characteristics should make it easier for the leader to establish resilience and transformational strength in the company and to achieve collectivist aspirations among colleagues and stakeholders. Especially organizational agility describes people who can work outside the box and their silos, across functions and departments, this is incredibly helpful when it comes to agile response taking actions during crisis times. It refers to more operational processes, requirements such as decision making, and communication and not least risk-taking skills are indispensable here. They are necessary to achieve creating organizational capabilities, sustain an effective organizational culture, manage multiple constituencies, and develop human capital. Creativity also plays a very important role in this phase, the study diminishes, that creativity plays an important role when it comes to damage control and the containment of activities.

The third phase of the crisis is actively concerned with the point of coming out of the crisis stronger than one came in, i.e., shaping and sustainably adapting the spirit of the company through the forced change (Table 1:).

This phase is described as the containment and damage control phase and foresees character traits such as the ability to make decisions under pressure for effective crisis handling. This trait goes hand in hand with effective communication and an increased willingness to take risks. Decision makers are described as more likely to the narrow scope of organisational activity, relying more on well-learned or habitual behaviour.

The fourth phase deals with the first step of recovery, which is about building organisational resilience and moving a company beyond the status quo after a crisis to come out of the crisis stronger than before. To do this, it is particularly important to have integrity. Making decisions

ethically and with integrity should be the foundation of trust needed to reach this level of resilience (Seiffert-Brockmann et al., 2018; Wilson & Newstead, 2022; Wooten & James, 2008c).

Going fast forward to the final stage that Wooten and James look at to determine the character traits of crisis managers is the learning and reflection phase. This is particularly about protecting oneself from setbacks and challenges in the future. This step can be achieved through active reflection. One should consider questions such as (Wooten & James, 2008a):

- Why and through what circumstances did we get into the crisis?
- Are there ways to prevent these crises in the future?
- Where can we react better?
- Was the staff well enough prepared in terms of crisis preparedness or should training be offered?
- Did the management team pull together and embrace collectivism?

The research findings of Wooten and James (2008) allow us to make a broad yet accurate statement about the characteristics of crisis managers. It is even possible to define which characteristics make a good crisis manager in which phase of the crisis. According to the results of the studies, the characteristics listed in the table below are crucial attributes for leaders to be good crisis managers.

Table 1: Own illustration: Character traits of crisis Managers

Traits	Literature
Accepting mistakes	Pat Rowe, Bernstein Crisis Management
Adaptive	Linda M. Murawski, 2011
Agile	Wooten & James, 2008
Analytical	Linda M. Murawski, 2011
Anticipate emotions	Post et al., 2019
Appropriate messaging	Post et al., 2019

Assertive	Linda M. Murawski, 2011
Attentional focus	Post et al., 2019
Calm	Fallstone Group, 2021; Pat Rowe, Bernstein Crisis Management
Collaborative	Pat Rowe, Bernstein Crisis Management
Collectivism	Post et al., 2019
Communicative	Fallstone Group, 2021; Wooten & James, 2008
Confident	Fallstone Group, 2021
Consistency	Kirman, 2010
Creative	Wooten & James, 2008
Courageous	Pat Rowe, Bernstein Crisis Management
Decision making	Wooten & James, 2008
Decisive	Pat Rowe, Bernstein Crisis Management
Emotion management	Post et al., 2019
Ethical	Linda M. Murawski, 2011
Facilitative	Fallstone Group, 2021
Focused	Linda M. Murawski, 2011
Goal driven/solution orientated	Linda M. Murawski, 2011
Honest	Linda M. Murawski, 2011
Issue-selling	Wooten & James, 2008
Learning	Wooten & James, 2008
Meaningfulness	Kirman, 2010
Not perfectionist	Pat Rowe, Bernstein Crisis Management
Opportunistic	Pat Rowe, Bernstein Crisis Management
Personable	Fallstone Group, 2021
Perspective taking	Wooten & James, 2008
Planning	Fallstone Group, 2021
Positive	Fallstone Group, 2021; Pat Rowe, Bernstein Crisis Management
Proactive	Fallstone Group, 2021
Problem-solving	Fallstone Group, 2021
Promoting org resilience	Wooten & James, 2008
Realism	Pat Rowe, Bernstein Crisis Management
Reflective	Wooten & James, 2008
Resilient	Wooten & James, 2008
Risk-taking	Wooten & James, 2008; Pat Rowe, Bernstein Crisis Management
Sense making	Wooten & James, 2008
Steadyfulness	Kirman, 2010
Strategic thinking	Pat Rowe, Bernstein Crisis Management
Thoughtful	Fallstone Group, 2021

It is striking that some of the sampled texts did not explicitly identify any character traits and therefore only referred to relational skills (McCallum & O'Connell, 2009).

Relational skills can be defined as the capacity to form and sustain healthy and fulfilling connections with a wide range of people and groups. This involves speaking openly, actively listening, collaborating, refusing improper social pressure, constructively mediating disagreement, and seeking and providing assistance when required (Departement of Education, n.d.; McCallum & O'Connell, 2009).

Whilst analysing their results, the researchers were able to compare the results with those of other texts such as “The virtues of effective crisis leadership: What managers can learn from how women heads of state-led in the first wave of COVID-19” or “Character assassination of CEOs in crises - Questioning CEOs' character and values in corporate crises”. These studies confirm their approach in different angles. The text by Wooten and James is therefore closely scrutinised as it summarises and confirms the research findings of several other texts (Seiffert-Brockmann et al., 2018).

In addition to the recognition that in different phases of a crisis, various characteristics are also important that qualify a manager to be a good crisis manager, there are also certain leadership styles that can contribute to successful crisis management. For example, Wang and Guo (2022) found that narcissistic leaders are less able to help employees through a crisis and thus tend to have poorer crisis management and resilience.

According to Post, Latu and Belkin (2019), it is the relational leadership style with a situational approach in particular that leads to better results in organisational crises. Following the findings of these texts, the leadership style is the key to success in modern organisations. According to the study by (Post et al., 2019b) predominantly the ability to anticipate and manage other people's emotions through modulating the situation, attentional focus, messaging, and emotional response help to master a crisis. These traits are predominantly attributable to women (Al-Jarf, 2022; Desvaux & Devillard, 2008; Post et al., 2019a; Uchronski, 2010)

This is also especially essential since research has indicated that a leader's relational abilities are valued more in predictable, controlled crises with low sources of complexity, but agentic skills, such as the capacity to "take charge" of a situation and take immediate action, are valued more in unpredictable, uncontrollable crises with high levels of uncertainty (Post et al., 2019b). Therefore, we can conclude from this study that while relational leadership skills lead to less damage during crises and especially to higher success in the non-action-required phases of the crisis, agentic value systems are relevant in the containment phase, as the ability to react quickly and under pressure is not covered by relational leadership styles.

The results of the study by Post et. Al. not only suggest that the relational leadership style leads to better crisis management, but also that those female leaders are more trusted to lead organisations in times of crisis, especially when the crisis has a low uncertainty level (Branicki, 2020; Branicki et al., 2018).

Only when a woman demonstrating high levels of relational behaviours leads the firm and uncertainty about the effects of the crisis is minimal were participants more ready to invest in a company in crisis (Chao & Tian, 2011; Desvaux & Devillard, 2008).

The analysed studies did consider if the personality of a person refers to their leadership style, nevertheless one could say, that there's the evidence between men and women and their commonly established leadership styles. The literature says that women tend to identify with communal values, whereas men tend to identify with agentic value systems. Communal value systems often result in relational or charismatic behaviours styles (Eagly, 1997; Eagly et al., 2020; Eagly & Karau, 2002; Rau, 2018), whereas agentic value systems more often refer to autocratic or pragmatic styles.

Relational characteristics are usually helpful in restoring confidence in a firm. During difficult times, female leaders' relational characteristics can help re-establish trust in a firm more than

male leaders' relational skills, but only if the crisis is regarded as predictable, controlled, and with minimal degrees of uncertainty (Post et al., 2019b).

Taking the results of all quoted studies from the SPIDER analysis together, it can be stated that those results show that relational skills (McCallum & O'Connell, 2009) as well as (especially) open and reflective communications, patience, trustworthiness, learning within creativity and agility, risk, and the skill to make decisions easily are particularly important to be a successful crisis manager (Alkharabsheh et al., 2014; Bajaba et al., 2021; Branicki et al., 2018; Damti & Hochman, 2022; McCallum & O'Connell, 2009; Post et al., 2019a; Seiffert-Brockmann et al., 2018; Wilson & Newstead, 2022; Wooten & James, 2008c).

V. Discussion

The findings of the literature review were described objectively above. In this chapter, these objective findings are now contrasted with the objectives defined for this thesis. The focus will be on dealing with the objectives, thus aiming to answer the research question.

This research has been started to conduct an overview of what the literature indicates, a good crisis manager is. This study builds on earlier conceptual work, identified by a systematic literature review with the help of the Prisma model for in- and exclusion and the SPIDER analysis technique to analyse the most relevant studies by their abstract and content. The current research brings together several research, that unites in their findings on crisis managers' character traits.

To contextualise the last part of this paper, a brief summary of the core results is given based on the objectives defined for this thesis. This is followed by the interpretation of these in the context and the implications of this work, i.e., what the results mean and why they matter.

Following this substantive part, the limitations of this work and avenues for further studies or analyses are elaborated.

The research question of this thesis "what makes a good crisis manager" can be answered with the objective criteria defined for this thesis. First, therefore, the question was asked, what are the attributes and character traits most commonly referenced in the literature?

The consensus of the texts and their statements is that relational skills can be attributed to leaders who act as good and resilient crisis managers, i.e., who have mastered crises well in the past, or who have the characteristics that are needed in crisis management according to the literature (cf. Theoretical Background). According to the results of the studies, the characteristics for leaders to be good crisis managers are particularly relational skills and open and reflective communications, patience, trustworthiness, learning within creativity and agility, risk, and the skill to make decisions easily.

Consequently, to the findings of the systematic literature review, relational skills are the personality style or personality skill set required to be a successful crisis manager. The relational skills, consisting of communal values, are predominantly attributed to women, which is why the phenomenon of female leadership advantage comes into play in research on crisis management (Post et al., 2019).

However, it should be emphasised that although relational skills are seen as a necessary crisis manager personality type, few studies make this attribute dependent on the type of crisis. According to the results, in low-certainty crises, the relational skill set leads to success in crisis management. In crises with high uncertainty, it is not demonstrable that the relational skill is advantageous (Branicki et al., 2018; Post et al., 2019b).

Therefore, it can be concluded, that there is consensus on relational skills but that this depends on the type of crisis managers deal with.

The final core insight of the findings is that, based on the sample, no common ground or statement can be made as to whether certain personality types result in leadership styles. However, it is not ruled out and is not sufficiently explored in the sampled texts. It should be pointed out again that there seems to be a connection between male and female values and leadership styles. For example, women are communal and tend to have relational and charismatic styles, while men tend to have agentic values and therefore autocratic or pragmatic styles (Eagly, 1997; Eagly et al., 2020; Eagly & Karau, 2002; Kristin Rau, 2018).

As the findings have been summarised above, one should consider the question of what it means practically and theoretically in the context of this research.

To be precise, the results show a set of character traits that are helpful in being a good crisis manager. Interestingly, the answer to all three objectives in this research is relational skills with a situational approach. (McCallum & O'Connell, 2009; Alkharabsheh et al., 2014; Bajaba et al., 2021; Branicki et al., 2018; Damti & Hochman, 2022; McCallum & O'Connell, 2009; Post et al., 2019a; Seiffert-Brockmann et al., 2018; Wilson & Newstead, 2022; Wooten & James, 2008c)

This means that crisis manager should possess relational values, which show up as relational skills in their behaviour and which, in the final step, lead to a relational leadership style. However, it should be noted that the relational leadership style does not necessarily lead to success (McCallum & O'Connell, 2009).

It is well known that female leaders are more likely to be described as having a relational leadership style and to be judged in this way by their employees and their environment. Therefore, although it was not the question of this paper, it can be reconfirmed that based on the literature the female leadership advantage can be true (Post et al., 2019a).

It is also interesting to note that relational skills are those that also focus on empathy and communication, which in the past were not among the most commonly representative attributes of a managers (McCallum & O'Connell, 2009). Therefore, it is important, especially in a time when crises are becoming more frequent and when the crisis is becoming the “normality”, it is important to fundamentally rethink the paradigm of a manager to successfully lead and steer employees and companies, including their stakeholders, through a crisis. It is relevant to draw this conclusion and hold on to it to lead the future and future crises more resiliently and successfully to achieve more satisfaction and better economic growth (Knight & Pretty, 1997). The research results matter to show managers at an early stage which characteristics they should reflect more and be more willing to learn. Especially male leaders can free themselves from the female leadership advantage and choose a relational approach through open learning behaviour and active reflection and agility. It is worth mentioning that in the sampled literature there was no evidence that leadership style results from personal styles.

a. Limitations

The author's subjective observation and interpretation are always at the heart of qualitative work (Mayring, 2016). Nonetheless, it is the researcher's responsibility to portray the actuality of the data without bias (Bogner et al., 2014; Lincoln & Guba, 1986) to be able to judge the quality standards of this study without prejudice, all elements that may have contributed to a bias in the data are reflected and described in the limitations (Mayring, 2016).

Referring to the conventional limitations that arise in systematic literature reviews, it must also be critically considered in this work that a selection bias coupled with selective outcome reporting can already occur in the selection of the articles.

In addition, it should be noted in the analysis and selection of articles that inadequate blinding attrition bias can occur within a review (Owens, 2021).

A further limitation in the validity of the results lies in the data analysis where objectivity can never be fully assumed. In particular, the inadequate blinding attrition bias should be mentioned here. To minimise limitations, this work strictly adhered to scientific processes and frameworks for implementation. Next up, it must be noted that no clear answer to the last objective could be found in the texts and therefore a limitation arises in the answer to the research question. Similarly, it must be questioned whether the research used is up to date or not. This paper often refers to texts from before 2010, but much has changed in the development and handling of crises, especially since the pandemic. Lastly, must be contextualised that some of the traits mentioned and researched can be seen as competencies and not necessarily personality traits that a person is born with.

b. Research outlook

In the process of a literature review, areas of research have emerged that could be of great interest for further research. Furthermore, a systematic literature review forms an adequate basis for further research.

Firstly, it, therefore, constitutes basic research. Due to its granularity and fundamental research, this research forms a profound foundation of English-speaking studies for all kinds of qualitative and quantitative research in the field of interest.

Secondly, and in terms of content, this work can be extended to look at the recruiting processes of crisis managers. With this work, it will be possible to find out what makes a good crisis manager, and with this knowledge, it would be interesting to find out which recruiting tools are best suited to identify crisis managers. Such work can facilitate the recruiting process by HR managers and lead to better staffing in the management team (Graf & Kuemmel, 2022; Kubinger, 2006; Newman & Lyon, 2009).

Thirdly, following on from this work, research should be conducted into how the characteristics of a crisis manager identified here appear in the dimensions of the Big-Five Personality Test (OCEAN Test) (Gurven et al., 2013; Rubynor, 2022; Zuckerman et al., 1993).

Fourth, the final objective of this research, whether personality types are related to leadership styles, can be addressed in a separate literature review.

Finally, it should be noted that any research dealing with both crisis management and the crisis manager as a research subject can serve as a basis for this work.

VI. Conclusion

The accumulation of crises is immense, hardly in a time in which we have made more conscious and reflective media accompaniment of crises have there been so many crises of the most diverse kind. Economically and entrepreneurially, too, crises are becoming increasingly difficult and opaque for managers (Wheeler, 2018; Robertson, 2019; Vanvactor, 2015). For this reason, crisis managers are needed who are open and reflective, communicative, patient, trustworthy and risky and who could make decisions easily and learn with creativity and agility. These and other character attributes can be subordinated to a relational skillset. Thus, charismatic, and communal values count much more than hard skills in overcoming a crisis (McCallum & O'Connell, 2009; Wooten & James, 2008c). Results from this work stress the importance of soft skills and interpersonal abilities when recruiting and promoting people to leadership roles, as well as in terms of training and development. According to the current state of the literature, such relational skills apply increasingly to women, which is why the term "female leadership advantage" is used (Gartzia et al., 2012; Post et al., 2019a). Nevertheless, every character can learn these qualities or already possess them. Following the statements of this work, it can also be stated that based on this literature it cannot be definitively said whether leadership styles such as relational necessarily result from character traits. In the future and

with the help of these results, crisis managers can set better and more adapted development goals and recruit candidates more efficiently according to relational skills to ultimately achieve a higher rate of well-managed crises and more resilience, security and less volatility. This work is a fundamental continuation of research on the efficient and successful recruitment and training of managers to become crisis managers.

VII. References

- Abele, A. E. (2014). Pursuit of communal values in an agentic manner: A way to happiness? *Frontiers in Psychology*, 5(NOV), 1–9. <https://doi.org/10.3389/fpsyg.2014.01320>
- Achouri, C. (2011). *Wenn Sie wollen, nennen Sie es Führung: Systemisches Management im 21. Jahrhundert.* GABAL. https://www.gabal-verlag.de/ic/page/238/shop_cid/38/shop_pid/1827/wenn_sie_wollen_nennen_
- Adrian Wheeler. (2018). *Crisis Communications Management-2018.*
- Albright Stiftung. (2020). *Albright Studie 2020.* www.allbright-stiftung.de
- Al-Jarf, R. (2022). *The COVID-19 Crisis Management: Male and Female Leaders' Success Factors as Perceived by Educated Arabs.* <https://sea.mashable.com/social-good/14318/women-make-better-leaders-than-men-during-times-of-crisis-heres-the-proof>.
- Alkharabsheh, A., Ahmad, Z. A., & Kharabsheh, A. (2014). Characteristics of Crisis and Decision Making Styles: The Mediating Role of Leadership Styles. *Procedia - Social and Behavioral Sciences*, 129, 282–288. <https://doi.org/10.1016/j.sbspro.2014.03.678>
- Aschauer, E. (1970). *Führung: Eine soziologische Analyse anhand kleiner Gruppen.* Enke.
- Bajaba, A., Bajaba, S., Algarni, M., Basahal, A., & Basahel, S. (2021). Adaptive Managers as Emerging Leaders During the COVID-19 Crisis. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.661628>

-
- Bakan, D. (1966). The duality of human existence: An essay on psychology and religion. In *The duality of human existence: An essay on psychology and religion*. Rand McNally.
- Bogner, A., Littig, B., & Menz, W. (2014). *Interviews mit Experten: eine praxisorientierte Einführung*. Springer-Verlag.
- Branicki, L. J. (2020). COVID-19, ethics of care and feminist crisis management. *Gender, Work and Organization*, 27(5), 872–883. <https://doi.org/10.1111/gwao.12491>
- Branicki, L. J., Sullivan-Taylor, B., & Livschitz, S. R. (2018). How entrepreneurial resilience generates resilient SMEs. *International Journal of Entrepreneurial Behavior & Research*, 24(7), 1244–1263. <https://doi.org/10.1108/IJEER-11-2016-0396>
- Bruckmüller, S., & Branscombe, N. R. (2010). The glass cliff: When and why women are selected as leaders in crisis contexts. *British Journal of Social Psychology*, 49(3), 433–451. <https://doi.org/10.1348/014466609X466594>
- Chadegani, A. A., Salehi, H., Yunus, M. M., Farhadi, H., Fooladi, M., Farhadi, M., & Ebrahim, N. A. (2013). A Comparison between Two Main Academic Literature Collections: Web of Science and Scopus Databases. *Asian Social Science*, 9(5). <https://doi.org/10.5539/ass.v9n5p18>
- Chao, C. C., & Tian, D. (2011). Culturally universal or culturally specific: A comparative study of anticipated female leadership styles in taiwan and the United States. *Journal of Leadership and Organizational Studies*. <https://doi.org/10.1177/1548051810384267>
- Cooke, A., Smith, D., & Booth, A. (2012). Beyond PICO. *Qualitative Health Research*, 22(10), 1435–1443. <https://doi.org/10.1177/1049732312452938>
- Corinne Post, Ioana M. Latu, & Liuba Y. Belkin. (2019). A FEMALE LEADERSHIP TRUST ADVANTAGE IN TIMES OF CRISIS: UNDER WHAT CONDITIONS? *Psychology of Women Quarterly*, 02.

-
- Damti, S., & Hochman, G. (2022). Personality Characteristics as Predictors of the Leader's Ethical Leadership in Regular Times and in Times of Crisis. *Sustainability*, *14*(16), 9800. <https://doi.org/10.3390/su14169800>
- David Gough, Sandy Oliver, & James Thomas. (2017). *An Introduction to Systematic Reviews Print this record*. Sage.
- Departement of Education. (n.d.). *Relationship Skills*.
- Desvaux, G., & Devillard, S. (2008). Female Leadership, a Competitive Edge for the Future. *Women Matter*, *1*(2), 1–23.
- Donato, H., & Donato, M. (2019). Stages for undertaking a systematic review. In *Acta Medica Portuguesa* (Vol. 32, Issue 3, pp. 227–235). CELOM. <https://doi.org/10.20344/amp.11923>
- Dr Jo Robertson. (2019). *Executing Crisis A C-Suite Crisis Leadership*.
- Eagly, A. H. (1997). Sex differences in social behavior: comparing social role theory and evolutionary psychology. *The American Psychologist*, *52*(12), 1380–1383. <https://doi.org/10.1037/0003-066X.52.12.1380.b>
- Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review*, *109*(3), 573–598. <https://doi.org/10.1037/0033-295X.109.3.573>
- Eagly, A. H., Nater, C., Miller, D. I., Kaufmann, M., & Sczesny, S. (2020). Gender stereotypes have changed: A cross-temporal meta-analysis of U.S. public opinion polls from 1946 to 2018. *American Psychologist*, *75*(3), 301–315. <https://doi.org/10.1037/amp0000494>
- Eddy, P. L., & Vanderlinden, K. E. (2006). Emerging Definitions of. *Community College Review*, *34*(1), 5–26. <https://doi.org/10.1177/0091552106289703>
- Eder, H., & Alvintzi, P. (2010). *Crisis Management*.
- Elsubbaugh, S., Fildes, R., & Rose, M. B. (2004). *Preparation for Crisis Management: A Proposed Model and Empirical Evidence*.
- Furtner, M. R. (2016). *Self-Leadership und Führung*.

-
- Gartzia, L., Ryan, M. K., Balluerka, N., & Aritzeta, A. (2012). Think crisis-think female: Further evidence. *European Journal of Work and Organizational Psychology*, *21*(4), 603–628. <https://doi.org/10.1080/1359432X.2011.591572>
- Graf, T. A., & Kuemmel, G. (2022). The Achilles Heel of Recruiting Women: Perceived Gender Equality as a Key Determinant of the Military's Employer Attractiveness Among Women. *Armed Forces & Society*, *48*(4), 936–960. <https://doi.org/10.1177/0095327X211035818>
- Gurven, M., von Rueden, C., Massenkoff, M., Kaplan, H., & Lero Vie, M. (2013). How universal is the Big Five? Testing the five-factor model of personality variation among forager–farmers in the Bolivian Amazon. *Journal of Personality and Social Psychology*, *104*(2), 354–370. <https://doi.org/10.1037/a0030841>
- Jong, W. (2020). Evaluating Crisis Communication. A 30-item Checklist for Assessing Performance during COVID-19 and Other Pandemics. *Journal of Health Communication*, *25*(12), 962–970. <https://doi.org/10.1080/10810730.2021.1871791>
- Jorge Morales Pedraza. (2010). Elements for Effective Management of a Business Corporation Crisis Situation. In Patrand Hannes & Ederick Alvintzi (Eds.), *Crisis Management* (pp. 1–49). Nova Science.
- Kahale, L. A., Elkhoury, R., el Mikati, I., Pardo-Hernandez, H., Khamis, A. M., Schünemann, H. J., Haddaway, N. R., & Akl, E. A. (2022). Tailored PRISMA 2020 flow diagrams for living systematic reviews: a methodological survey and a proposal. *F1000Research*, *10*, 192. <https://doi.org/10.12688/f1000research.51723.3>
- Kesetovic, Ž. (2021). Education for crisis and disasters - an imperative in a risk society. *Kultura Polisa*, 127–145. <https://doi.org/10.51738/Kpolisa2021.18.1p.1.09>

-
- Kesetovic, Z., & Toth, I. (2012). Problems of crisis management. *College of Occupational Health and Safety, at the Faculty of Political Sciences in Zagreb.*
- Khosbayar, A., Andrade, M. S., & Mellado Miller, R. (n.d.). The Relationship Between Psychological Resilience and the Big Five Personality Traits. In *International Management Review* (Vol. 18, Issue 1). <https://scales.arabpsychology.com/s/resilience-scale-rs/>
- Kirman, A. (2010). The economic crisis is a crisis for economic theory. *CESifo Economic Studies*, 56(4), 498–535. <https://doi.org/10.1093/cesifo/ifq017>
- Klaus Schubert, & Martina Klein. (2020). Krise. In *Das Politiklexikon* (Vol. 7). Bundeszentrale für politische Bildung.
- Knight, R., & Pretty, D. (1997). The impact catastrophes on shareholder value: A research report sponsored by Sedgwick Group. . *The Oxford Executive Research Briefings, Templeton College, Oxford.*
- Kristin Rau. (2018). Führungsstil: Was Deutschlands Chefs falsch machen. *Wirtschafts Woche.* <https://www.wiwo.de/erfolg/beruf/fuehrungsstil-was-deutschlands-chefs-falsch-machen/22917968.html>
- Kubinger, K. D. (2006). *The effect of speediness on personality questionnaires: an experiment on applicants within a job recruiting procedure.* <https://www.researchgate.net/publication/26514507>
- Labaš, D. (2017). The impact of organizational crisis preparedness on firm business performance. *Market-Trziste*, 29(1), 75–92. <https://doi.org/10.22598/mt/2017.29.1.75>
- Lincoln, & Guba. (1986). *Research, evaluation, and policy analysis: Heuristics for disciplined inquiry.*

-
- Mayring, P. (2016). *Einführung in die qualitative Sozialforschung: eine Anleitung zu qualitativem Denken* / Philipp Mayring (6., überar.). Beltz.
<https://login.zu.idm.oclc.org/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,uid&db=cat07666a&AN=kzu.842293515&lang=de&site=eds-live>
- McCallum, S., & O'Connell, D. (2009). Social capital and leadership development: Building stronger leadership through enhanced relational skills. *Leadership and Organization Development Journal*, 30(2), 152–166. <https://doi.org/10.1108/01437730910935756>
- Medeiros, K. E., Crayne, M. P., Griffith, J. A., Hardy, J. H., & Damadzic, A. (2022). Leader sensemaking style in response to crisis: Consequences and insights from the COVID-19 pandemic. *Personality and Individual Differences*, 187, 111406. <https://doi.org/10.1016/j.paid.2021.111406>
- Methley, A. M., Campbell, S., Chew-Graham, C., McNally, R., & Cheraghi-Sohi, S. (2014). PICO, PICOS and SPIDER: a comparison study of specificity and sensitivity in three search tools for qualitative systematic reviews. *BMC Health Services Research*, 14(1), 579. <https://doi.org/10.1186/s12913-014-0579-0>
- Newman, D. A., & Lyon, J. S. (2009). Recruitment Efforts to Reduce Adverse Impact: Targeted Recruiting for Personality, Cognitive Ability, and Diversity. *Journal of Applied Psychology*, 94(2), 298–317. <https://doi.org/10.1037/a0013472>
- Oliver, A. G. (n.d.). *THINK CRISIS, THINK FEMALE? STAKEHOLDER REACTIONS TO CEOS FOLLOWING CORPORATE VIOLATIONS*.
- Owens, J. K. (2021). Systematic reviews: Brief overview of methods, limitations, and resources. *Nurse Author & Editor*, 31(3–4), 69–72. <https://doi.org/10.1111/nae2.28>
- Pecujlija Mladen, & Cosic Djordje. (2019). *Crisis Management: Introducing Companies Organizational Reactivity and Flexibility*. Business Issue.

-
- Pheng, L., Ho, D., & Ann, Y. (1999). Crisis management: A survey of property development firms. *Property Management*, 17(3), 231–251.
- Post, C., Latu, I. M., & Belkin, L. Y. (2019a). A Female Leadership Trust Advantage in Times of Crisis: Under What Conditions? *Psychology of Women Quarterly*, 43(2), 215–231. <https://doi.org/10.1177/0361684319828292>
- Post, C., Latu, I. M., & Belkin, L. Y. (2019b). A Female Leadership Trust Advantage in Times of Crisis: Under What Conditions? *Psychology of Women Quarterly*, 43(2), 215–231. <https://doi.org/10.1177/0361684319828292>
- Rascher, S. (2021). Leadership in times of uncertainty—the role of constructive error management and trust culture as resource in times of crisis. *Gruppe. Interaktion. Organisation. Zeitschrift Fur Angewandte Organisationspsychologie*, 52(4), 601–611. <https://doi.org/10.1007/s11612-021-00602-9>
- Rubynor. (2022, September 1). *The Big-Five Personality Test*. <https://Bigfive-Test.Com/Result/6331ef96f52ff8000925a06e>.
- Seiffert-Brockmann, J., Einwiller, S., & Stranzl, J. (2018). Character assassination of CEOs in crises – Questioning CEOs’ character and values in corporate crises. *European Journal of Communication*, 33(4), 413–429. <https://doi.org/10.1177/0267323118763860>
- Seijts, G., de Clercy, C., & Miller, R. (2022). Character and Trust in Crisis Leadership: Probing the Relationships Among Character, Identification-Based Trust, and Perceptions of Effectiveness in Political Leadership During the COVID-19 Pandemic. *The Journal of Applied Behavioral Science*, 002188632211106. <https://doi.org/10.1177/00218863221110627>
- Seijts, G. H., de Clercy, C., & Mohan, G. (2021). Trust as a mediator of the relationship between character and perceptions of leader effectiveness during the COVID-19 crisis. *Canadian*

-
- Journal of Behavioural Science / Revue Canadienne Des Sciences Du Comportement*, 53(3), 358–364. <https://doi.org/10.1037/cbs0000214>
- Sgier, L. (n.d.). *Qualitative Data Analysis*.
- Tim Johnson. (n.d.). *Crisis Leadership How to Lead in Times of Crisis*.
- Uchronski, M. (2010). *Das agentische und kommunale Selbstkonzept: Die situative Variabilität von Selbstbeschreibungen*.
- Vanvactor, J. D. (2015). *CrisisManagement: A Leadership Perspective -*.
- Wang, L., & Guo, Q. (2022). How Narcissistic Leaders Impact on Subordinate's Followership During the COVID-19? The Moderating Role of Organizational Identification. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.858779>
- Weick, K. E., & Quinn, R. E. (1999). ORGANIZATIONAL CHANGE AND DEVELOPMENT. In *Annu. Rev. Psychol* (Vol. 50).
- Williams, E. A., Pillai, R., McCombs, K. M., & Lowe, K. B. (2021). The roles of character and charisma in evaluating leadership: Effects of dark triad and honesty-humility traits, attributed charisma, and COVID-19 crisis anxiety in rejecting a presidential leadership candidate. *Personality and Individual Differences*, 181, 111035. <https://doi.org/10.1016/j.paid.2021.111035>
- Wilson, S., & Newstead, T. (2022). The virtues of effective crisis leadership: What managers can learn from how women heads of state led in the first wave of COVID-19. *Organizational Dynamics*, 51(2), 100910. <https://doi.org/10.1016/j.orgdyn.2022.100910>
- Wooten, L. P., & James, E. H. (2008a). Linking Crisis Management and Leadership Competencies: The Role of Human Resource Development. *Advances in Developing Human Resources*, 10(3), 352–379. <https://doi.org/10.1177/1523422308316450>

Wooten, L. P., & James, E. H. (2008b). Linking Crisis Management and Leadership Competencies: The Role of Human Resource Development. *Advances in Developing Human Resources*, *10*(3), 352–379. <https://doi.org/10.1177/1523422308316450>

Wooten, L. P., & James, E. H. (2008c). Linking Crisis Management and Leadership Competencies: The Role of Human Resource Development. *Advances in Developing Human Resources*, *10*(3), 352–379. <https://doi.org/10.1177/1523422308316450>

Zuckerman, M., Kuhlman, D. M., Joireman, J., Teta, P., & Kraft, M. (1993). A Comparison of Three Structural Models for Personality: The Big Three, the Big Five, and the Alternative Five. *Journal of Personality and Social Psychology*, *65*(4), 757–768. <https://doi.org/10.1037/0022-3514.65.4.757>

VIII. Appendices

Appendix 1: Sampled Data: Long List

Article Title	Authors	Publication Year	DOI	Abstract	Reason for Exclusion
How inclusive leadership paves way for psychological well-being of employees during trauma and crisis: A three-wave longitudinal mediation study	Ahmed, F; Zhao, FQ; Faraz, NA; Qin, YJ	2021	10.1111/jan.14637	<p>Aims Nurses are at the forefront of public health emergencies facing psychological pressures ensuing from the loss of patients and potential risk of infection while treating the infected. This study examines whether inclusive leadership has a causal relationship with psychological distress and to assess the mediation effect of psychological safety on this relationship in the long run. The hypotheses are developed and interpreted with the help of theoretical underpinnings from job demands resources theory and the theory of shattered assumptions. Design Three-wave longitudinal study. Methods Questionnaire was used to carry out three waves of data collection from 405 nurses employed at five hospitals in Wuhan during the COVID-19 outbreak between the months of January-April 2020. Partial least square structural equation modelling (PLS-SEM) was used to analyze data while controlling for age, gender, education, experience, and working hours. Results Results supported the hypothesized relationships where inclusive leadership indicated significant inverse causal relationship with psychological distress and a positive causal relationship with psychological safety. Mediation effect of psychological safety was found significant, while the model explained 73.9% variance in psychological distress. Conclusion Inclusive leadership, through its positive and supportive characteristics, can pave way for such mechanisms that improve the psychological safety of employees in the long run and curbs psychological distress. Impact This is the first longitudinal study to examine the relationship between inclusive leadership and psychological distress in health care and also examines the mediating mechanism of psychology safety. There is scarcity of empirical research on factors that determine and affect behavioural mechanism of healthcare workers during traumatic events and crisis. Clinical leaders and healthcare policy makers must invest in and promote inclusive and supportive environment characterized with open and accessible leaders at workplace to improve psychological safety; it helps reduce levels of psychological distress.</p>	Not related to a crisis situation

Characteristics of Crisis and Decision Making Styles: The Mediating Role of Leadership Styles	Alkharabsheh, A; Ahmad, ZA; Kharabsheh, A	2014	10.1016/j.sbspro.2014.03.678	This paper investigates the mediating role of leadership styles on the relationship between characteristics of crisis and decision making styles. Whereas previous literature has linked decision making to crisis, there is a dearth of research linking characteristics of crisis and decision making styles and the role of leadership styles in this relationship. This study of 847 Jordanian Civil Defense officers found that both transformational and transactional leadership styles have partial mediation effects on the relationship between characteristics of crisis and decision making styles. The findings of this study challenge the notion that during crisis, transformational leaders are more effective than their transactional counterparts and calls for future studies on the integration between the two leadership styles. (C) 2014 The Authors. Published by Elsevier Ltd.	Include
Personality traits and bricolage as drivers of sustainable social responsibility in family SMEs: A COVID-19 perspective	Anwar, M; Clauss, T	2021	10.1111/basr.12222	Motivated by the social and environmental challenges resulting from the COVID-19 pandemic, this research examines the influence of the big five personality traits; extroversion, agreeableness, openness, conscientiousness, and neuroticism on sustainable social responsibility with a mediating role of bricolage. We collected empirical evidence from 245 family-owned SMEs. The results indicate that the personality traits do not directly influence sustainable social responsibility, although the traits (except extroversion) influence bricolage. Moreover, we found that open, conscious, and agreeable personalities indirectly contribute to sustainable social responsibility, with bricolage as a mediator. Our findings encourage enterprises to focus on those personality traits during crises (especially COVID-19) that empower people to effectively manage existing resources (e.g., bricolage) and protect their stakeholders. Family-owned SMEs need to assign resource utilization tasks to family members having personalities of openness, conscientiousness, and neuroticism because these kinds of people have high capacities for bricolage.	not relevant

An empirical examination of special operations team leaders' and members' leadership characteristics	Arnatt, MJ; Beyerlein, MM	2014	10.1108/PIJPSM-06-2013-0057	<p>Purpose - Law enforcement special operations teams (e.g. Special Weapons and Tactics Teams, Swift, HRT, and Strategic Response Teams) are charged with resolving difficult situations that pose a threat to all involved. Recent tragedies strengthen the idea that law enforcement special operations teams play a critical role in the maintenance of public safety. Despite the importance of police special operations teams, there is virtually no empirical research specifically addressing leadership within these teams. The paper aims to discuss these issues.</p> <p>Design/methodology/approach - A review of literature was first conducted, identifying authentic leadership, emotional intelligence, and self-efficacy to deal with potentially life threatening situations as being core concepts underlying effective leadership in law enforcement special operations teams. The Authentic Leadership Questionnaire, Trait Emotional Intelligence Questionnaire, and the Crisis Leader Efficacy in Assessing and Deciding Scale were then administered to US local, state, and federal special operations team members and leaders (n=99). Results were analyzed according to formal team roles. Findings - Findings reveal members and leaders differ in regards to scale scores representing relational transparency, moral and ethical, sociability, and disaster self-efficacy.</p> <p>Originality/value - Much research on special operations teams is highly theoretical and does not seek to understand team leadership in a testable manner. This is especially true of the relationships between the formal roles of leaders and members. This study is the first to use established leadership instruments to assess the differences between team members and leaders. It provides a starting point for future research and reinforces the idea that there are identifiable differences between special operations teams and members.</p>	not relevant
--	---------------------------	------	-----------------------------	---	--------------

Adaptive Managers as Emerging Leaders During the COVID-19 Crisis	Bajaba, A; Bajaba, S; Algarni, M; Basahal, A; Basahel, S	2021	10.3389/fpsyg.2021.661628	<p>The coronavirus disease 2019 (COVID-19) has taken the world by surprise and has impacted the lives of many, including the business sector and its stakeholders. Although studies investigating the impact of COVID-19 on the organizational structure, job design, and employee well-being have been on the rise, fewer studies examined the role of leadership and what it takes to be an effective leader during such times. This study integrates social cognitive theory and conservation of resources theory to argue for the importance of adaptive personality in the emergence of effective leaders during crisis times, utilizing the crisis of COVID-19 as the context for the study. We argue that managers with an adaptive personality tend to have increased self-efficacy levels to lead during a crisis, resulting in increased motivation to lead during the COVID-19 crisis. Furthermore, managers with increased motivation to lead during the COVID-19 crisis are argued to have enhanced adaptive performance, thereby suggesting a serial mediation model where crisis leader self-efficacy and motivation to lead during the COVID-19 crisis act as explanatory mechanisms of the relationship between the adaptive personality and performance of the manager. In order to test our hypotheses, we collected data from 116 full-time managers in Saudi Arabia during the COVID-19 crisis and used hierarchical linear regression as the method of analysis. The findings support all of the hypotheses. A discussion of the results, contributions, limitations, and future directions is included.</p>	include
--	--	------	---------------------------	--	---------

How entrepreneurial resilience generates resilient SMEs	Branicki, LJ; Sullivan-Taylor, B; Livschitz, SR	2018	10.1108/IJEER-11-2016-0396	<p>Purpose The purpose of this paper is to investigate how entrepreneurial behaviors support small and medium-sized enterprise (SME) resilience, refine the concept of entrepreneurial resilience, and identify how SME resilience might be promoted. Design/methodology/approach Qualitative data were collected in the UK via 11 focus groups which provided a sub-sample of 19 SME participants. Findings Because of their experience operating in uncertain environments, their direct experience of adversity, and the informal organizational settings they inhabit, entrepreneurs are often highly resilient and possess capabilities that enable SMEs to be resilient. Entrepreneurial resilience provides a basis for SME resilience that differs significantly from best practices as understood in larger firms. Research limitations/implications Exploratory qualitative research on a small sample (n=19) limits the generalizability of this work. Further research could quantitatively test the paper's findings and/or examine the link between entrepreneurial resilience and the resilience of larger firms. Practical implications Rather than encouraging formal planning and redundancy, policy and practice designed to promote the resilience of SMEs should pay greater attention to building capacities to cope with uncertainty, generating and leveraging personal relationships, and activating the ability to experiment and think creatively in response to crises. Originality/value This paper draws on organizational psychology research to refine understanding of entrepreneurial resilience and to empirically examine and inductively theorize the multi-level relationships between entrepreneurial resilience and SME resilience.</p>	Misleading research subject
Moonshots or a cautious take-off? How the Big Five leadership traits predict Covid-19 policy response	Brown, L; Horvath, L; Stevens, D	2021	10.1080/17457289.2021.1924739	<p>The Covid-19 crisis has been truly worldwide and has unfolded almost simultaneously across the globe. In order to control its spread and alleviate its impact governments have been faced with a range of policy options in terms of containment and closure, ramping up healthcare, and mitigating its economic effects. In this paper, we explore the stringency as well as the speed of policy response as a function of leaders' personality traits, accounting for party-political orientation. To do this, we construct a text corpus composed of 26 country leaders' rhetoric on Covid-19 collected from 10 days before the first recorded death in their respective countries until 90 days after, and use a pre-trained machine classifier to generate the Big Five personality traits for each leader. We find two general patterns: (1) one around neuroticism, a trait associated with negative stress response, which is associated with leniency in containment and health policy measures; and (2) some evidence that conscientiousness, a trait associated with risk aversion, is associated with quicker policy response. We conclude by suggesting analysis on the sub-national level in order to increase test power, and more work on validation linking our estimates of Big Five to expert ratings of personality.</p>	Include

Continuous learning during crises: achieving change-efficacy, meaningful work and adaptive performance	Budhiraja, S; Rathi, N		10.1108/IJPPM-09-2021-0551	<p>Purpose The study aims to examine the association between learning culture and adaptive performance of delivery employees during crises situation. The study develops and tests a model that explains how learning culture, through change-efficacy and meaningful work, influences employees' adaptive performance (including how they handle crisis situations and deal with uncertainty).</p> <p>Design/methodology/approach Data was collected from 298 delivery employees working in e-commerce companies throughout India in a time-lagged manner. Regression analysis and structural equation modeling were performed to assess the influence of learning culture, change-efficacy and meaningful work on adaptive performance using SPSS 24. Further, PROCESS macro was used to test the parallel mediation effects through bootstrapping approach. Findings The study establishes a significant direct and indirect relationship between learning culture and adaptive performance for employees. Further, underpinning the transformative learning theory (Mezirow, 1997), and job characteristics theory (1976), this study came across two pathways for organizations to transform their learning efforts into improved adaptive performance for employees. Practical implications Organizations, particularly in crisis situations, can leverage employees' change-efficacy and meaningful work to connect learning efforts with employees' adaptive performance. Originality/value The study contributes significantly to existing theory on transformative learning and job characteristics theory while strengthening the literature on antecedents of employees' adaptive performance, particularly in crises situation.</p>	Misleading research subject
CEO characteristics and corporate philanthropy in times of organizational crisis	Cha, W; Rew, D	2018	10.1177/0306307018788805	<p>While corporate philanthropy has been considered a firm's reputation management activity, less research has focused on the relationship between CEOs as the ultimate decision maker and corporate philanthropy, particularly when organizational crises occur. To fill this research gap, this study examines certain CEO characteristics (such as founder status and CEO network) and two causes of philanthropy (such as business-related philanthropy and cause-related philanthropy). This study suggests that there will be a positive relationship between these characteristics of CEOs and causes of corporate philanthropy, and organizational crises will moderate that relationship. This study contributes to a new conceptual framework to explore the relationship between CEO characteristics and different corporate philanthropic causes following organizational crises. This study discusses the scholarly suggestions of our conceptual framework and concludes with implications for future research.</p>	not relevant
Personality Characteristics as Predictors of the Leader's Ethical	Damti, S; Hochman, G	2022	10.3390/su14169800		Include

Leadership in Regular Times and in Times of Crisis					
Agreeable mayors in times of crisis: Leadership, time pressure and situational ambiguity	de Vries, B; de Hoogh, AHB; de Dreu, CKW	2016		This article discusses the relationship between one of the Big Five personality traits 'agreeableness' and the autocratic and participative leadership behavior and effectiveness of mayors during crises. Based on trait activation theory, it was expected that the relationship between a mayor's agreeableness and his autocratic and participative leadership behavior and its effectiveness are dependent on the extent to which a crisis is characterized by time pressure and ambiguity. Expectations were tested in 68 public order and safety crises. During crises, the extent of agreeableness appeared to be negatively related, via autocratic leadership behavior, to the effectiveness of the mayor's leadership. Under low or high time pressure, agreeableness was also found to be positively or negatively related to leadership effectiveness, via participative leadership behavior. Contrary from what was predicted, autocratic leadership behavior on the part of mayors was shown to be effective, especially if there was a high level of situational ambiguity. Our conclusion discusses the implications for leadership theory and crisis management.	Include
We survived this! What managers could learn from SMEs who successfully navigated the Greek economic crisis	Kottika, E; Ozsomer, A; Ryden, P; Theodorakis, IG; Kaminakis, K; Kottikas, KG; Stathakopoulos, V	2020	10.1016/j.indmarman.2020.05.021	Small and medium size enterprises in both business to business and consumer markets are particularly vulnerable to economic downturns. Concentrating on the Greek economic crisis, one of the toughest and most prolonged on a global scale, the present research sheds light on both anthropocentric and business-centric factors that helped SMEs survive, therefore, providing a valuable survival manual. Per findings of two studies performed under the given economically intense conditions, it is evidenced that the right answer to survival rests upon: (a) the entrepreneurs' personality traits and skills that affect the market and entrepreneurial orientations of SMEs, (b) the adoption of such orientations that keep impacting the firms' performance, and finally (c) the implementation of strategy relevant to reaching higher quality standards for products and services, combined with tactics relevant to downsizing, marketing actions, extroversion, and financial management.	Misleading research subject

Enhancing employees' knowledge sharing through diversity-oriented leadership and strategic internal communication during the COVID-19 outbreak	Lee, Y; Tao, WT; Li, JYQ; Sun, RY	2021	10.1108/JKM-06-2020-0483	<p>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.</p>	Misleading research subject
Authentic leadership for 21st century project delivery	Lloyd-Walker, B; Walker, D	2011	10.1016/j.ijproman.2011.02.004	<p>Project leadership has to adapt to meet changing needs of this 21st century if it is to remain relevant. The 21st century world has changed from that of the previous century with the global financial crisis (GFC) marking a point of inflection in this change. At the same time generational change and particularly in Australia, a move to project alliance contracting, combine to require a re-examination of project leadership. Results of a pilot study and preliminary results of research into characteristics required for successful alliance project leadership are presented. Characteristics identified by this research relate closely to those of authentic leadership. A capability maturity model (CMM) to track the development of authentic leadership attributes in project leaders is proposed. Research by others in a range of project based environments would further test the usefulness of this CMM for project managers and leaders. (C) 2011 Published by Elsevier Ltd.</p>	Not related to a crisis situation

Opportunity Exploitation in Times of the COVID-19 Pandemic - The Importance of Dynamic Capabilities and the Entrepreneur's Characteristics	Malewska, K; Ratajczak-Mrozek, M; Sajdak, M	2021	10.7172/1644-9584.92.5	<p>Purpose: The purpose of the paper is to answer the question of how entrepreneurs can take advantage of and exploit the conditions and opportunities resulting from the COVID-19 pandemic. Methodology: In the paper, we apply the conceptual review method in order to review extant knowledge, identifying important research gaps, and propose a conceptual framework for the research. Findings: We propose a conceptual framework of the recognition and exploitation of business opportunities during the COVID-19 pandemic. The framework assumes the influence of specific dynamic capabilities (strategic foresight - at the strategic level and innovation, self-structured and relational capabilities - at the operational level) and the entrepreneur's key characteristics (being intuitive, having the ability to learn - especially in the field of crisis management, being innovative, having leadership competencies and having the ability to use advanced digital technologies) on the identification, creation and exploitation of opportunities during the COVID-19 pandemic. Research limitations: The main limitation results from the dynamism of the pandemic situation. Therefore, our results need further empirical verification. Practical implications: The model provides managerial implications for entrepreneurs responsible for decisions and actions during the pandemic crisis. We underline the importance of the development of entrepreneurs' own competencies as well as the development of the competencies of their employees in the context of crisis management. We especially suggest that managers develop leadership competencies which relate to the competence of how to delegate powers and build empowerment in order to take advantage of the opportunities resulting from the effects of the COVID-19 pandemic. To exploit opportunities effectively, they should be recognized early, and therefore entrepreneurs should consider the benefits of using intuition in this area. Value: The special value of the paper can be seen in the context of the analysis. There is a shortage of studies identifying the impact of dynamic capabilities and the entrepreneur's characteristics on the exploitation of opportunities during the specific situation of the COVID-19 pandemic.</p>	include
Leader sensemaking style in response to crisis: Consequences and insights from the COVID-19 pandemic	Medeiros, KE; Crayne, MP; Griffith, JA; Hardy, JH; Damadzic, A	2022	10.1016/j.paid.2021.111406	<p>The international scope of the 2020 COVID-19 crisis compelled a response from world leaders across the globe. However, the nature of these responses was far from universal. These circumstances present a unique opportunity to study how leader style influences, and is influenced by, a common crisis. To explore these relationships, the present effort used a content analysis of weekly COVID-19 statements from world leaders spanning the first 19 weeks of the crisis. Results suggest that leaders shifted toward increasingly pragmatic sensemaking approaches as COVID-19 infections increased and that sustained use of pragmatic leadership styles was associated with fewer infections in the long term. In contrast, sustained use of the charismatic sensemaking style was associated with higher observed infection rates.</p>	include

How Social Identity May Matter Most in Brand Crisis Management	Nararatwong, R; Okazaki, K; Okada, H; Inoue, K	2014	10.1109/BDCloud.2014.93	Social media allows customers to easily create their own community. Using social identity theory, we are able to explain important characteristics of these communities. These characteristics can be both beneficial and harmful to a company, depends on a situation. We are particularly interested in a crisis situation when company's decisions are critical to its reputation and even its survival. Our case study is the project of the Japanese company that planned to organize the concert of the music band with an aim to promote its brand and increase its customers. We had been cooperating with this company to promote the concert to fan community in Twitter. As we deploy our communication strategies to the community, we encountered several problems. These problems are discussed based on social identity theory and are concluded as practices that are open for future development and investigation. We propose that an effect of perceived in-group and out-group membership generate a resistance from community members when the company, which is identified as an out-group, tries to promote the concert in the community. The company may reduce this resistance by creating a bridge between itself and the community. This bridge can be done by cooperating with some community members. We also found that many of community members create another account, separated from their personal account, only for communication with other fans. This fact helps the company reduces its budget and human resource required to monitor the community, and enable the company to define more effective strategies. Finally, using all practices that are presented, the company can finally achieve its goals. From our case study, we suggest several points for future systematic studies.	Not relevant
A Female Leadership Trust Advantage in Times of Crisis: Under What Conditions?	Post, C; Latu, I; Belkin, L	2019	10.1177/0361684319828292	We examined differences in trust for men and women leaders who adopt relational behaviors during an organizational crisis. We addressed two important shortcomings of previous research. First, we independently manipulated leader gender and leader relational behaviors (interpersonal emotion management) to identify their separate and interacting influences on trust outcomes, which may lead to a leadership advantage for women. Second, we examined how uncertainty about crisis outcomes affects the strength of this advantage. We operationalized trust as both evaluative and behavioral (investment in a company led by the leader). We found support from two experiments with women and men (N = 412 and N = 400) for the idea of a female leadership trust advantage in times of crisis. And we showed that the advantage is uniquely attributable to female leaders' use of relational behaviors and is manifested only when crisis consequences are known. We observed these effects for both evaluative trust (Studies 1 and 2) and behavioral trust (Study 2). We invite more research on the conditions that contribute to the female leadership advantage, the gendered nature of leadership behaviors during organizational crises, and the relational leadership qualities that help restore trust in organizations during uncertain times.	include

LEADERSHIP STYLES DURING CRISIS: 'WE'RE ALL IN THIS TOGETHER... THE CRISIS AS NEW NORMALITY'	Preda, M; Stan, OM	2016		The study comprises an inquiry into decision- making managerial styles and attitudes towards crisis and recession, by means of 219 structured interviews conducted with managers in 2009, 2015 and 2016. From the reflexive-pragmatic perspective of a cost-benefit analysis, specific patterns emerge concerning autocratic and participative trends, gender and the private vs. public sector. The article streamlines the role of leadership in coping with crisis demands. It highlights strategies by which managers take delicate decisions and communicate them, perform emotional labor during downsizing and respond to deteriorating workplace standards. Results suggest that organizational managers draw more inspiration from artists, historical figures and movie characters, and are less inclined to acquire insight from sector-relevant entrepreneurs. As an indicator of globalization, international role models are, overall, considerably more mentioned than national ones. Valuable facets of managerial assignments include opportunities to exert agency through ownership and empowerment. Interviewees interpret their self-determination as a possibility to deliver a meaningful contribution, while enjoying work for its own sake. For high income, time-poor managers, both intensive and extensive time investments signal the downside of schedule flexibility due to the acceleration and intensification of work rhythms at atypical intervals, during the weekend or holiday overflows. Role overlapping and conflicts are discussed in connection to implications for managerial training, task assignment and organizational staffing.	not relevant
A typology of social characters and various means of control: an analysis of communication during the early stages of the corona pandemic in Germany	Seidenschnur, T	2021	10.1080/14616696.2020.1857422	This paper argues that Covid-19 has produced a set of social characters during the corona crisis and that these characters represent different approaches toward control. Social characters emerge as constructs responding to current discourses. They may function as role models in uncertain times and offer orientation. The paper identifies such characters in communication on the online platform Jodel. It analyses and discusses the properties of the following social characters, which are reconstructed inductively from the data, classifying 156 Jodel posts into the following typology: the social worker, the crisis entrepreneur, the worried and depressed loner, the crisis manager, the admonisher, and the health expert. All these characters also display different approaches to how the crisis could be controlled. Some of them highlight economic discourses, others psychological discourses, and again others bureaucratic discourses. The analysis of the social characters and their approaches to control contributes to research on the role of discourses in modern European societies and on how these discourses contribute to different approaches to controlling a crisis.	Misleading research subject

Character assassination of CEOs in crises - Questioning CEOs' character and values in corporate crises	Seiffert-Brockmann, J; Einwiller, S; Stranzl, J	2018	10.1177/0267323118763860	This study explores the concept of character assassination in the field of corporate communication. We examine the perception of character traits and personal values of chief executive officers in Austria and Germany during corporate crises. Results suggest that character attacks mostly focus on a chief executive officer's integrity, while a positive public perception of charisma seems to be related to a chief executive officer's remaining in office. Furthermore, personal values were under more intense public scrutiny when the chief executive officer in question had to leave their office. Thus, the study suggests that character traits and values are antecedents which influence the outcomes of the process of character assassination.	include
Character and Trust in Crisis Leadership: Probing the Relationships Among Character, Identification-Based Trust, and Perceptions of Effectiveness in Political Leadership During the COVID-19 Pandemic	Seijts, G; de Clercy, C; Miller, R		10.1177/00218863221110627	The COVID-19 pandemic provided an opportunity to explore the relationships among character, identification-based trust, and perceptions of leadership effectiveness in the context of crisis leadership. Focusing on the leadership of Canadian Prime Minister Justin Trudeau, we first explore whether Canadians of voting age believe character is important in political leadership during the pandemic. Second, we examine voter perceptions of the importance of the dimensions of character identified by Crossan et al. (2017) and to what extent voters perceive Trudeau demonstrates the behaviors associated with these dimensions. Third, we explore the role of identification-based trust in the relationship between character and perceptions of leadership effectiveness. Fourth, we study the relationships between character, trust, and effectiveness during dynamic conditions where the stakes for citizens with respect to health and social well-being are high. The results of our study connect character to trust and perceived effectiveness of a political leader during a crisis.	include

Trust as a Mediator of the Relationship Between Character and Perceptions of Leader Effectiveness During the COVID-19 Crisis	Seijts, GH; de Clercy, C; Mohan, G	2021	10.1037/cbs0000214	<p>Character is a leadership quality that is often scrutinized yet poorly understood. Our research focuses on several questions relating to character and perceived leader effectiveness during the COVID-19 crisis. First, does the character of the prime minister matter to voters during major crises such as the COVID-19 pandemic? Second, are all dimensions that comprise the leader character framework we examined considered essential for political leadership in times of crisis? Third, is character related to perceptions of leadership effectiveness? Fourth, what role does identification-based trust play in the relationship between character and perceptions of leadership effectiveness in times of crisis? The results of our survey taken during the early weeks of the COVID-19 pandemic reveal that character is considered among Canadians of voting age as an important ingredient of political leadership. We also found that there is a significant gap between the perceived importance of the dimensions that comprise character and the belief that Prime Minister Justin Trudeau lives up to the expectations. The congruence between the perceived importance of the character dimensions and the belief that Trudeau demonstrated these dimensions predicted leadership effectiveness, and this relationship was mediated by trust. Our results are based on perceptions of leadership effectiveness; that is, we do not have objective measures of performance.</p>	Include
Emotional Intelligence as the Basis for the Development of Organizational Leadership During the Covid Period (Educational Institution Case)	Semenets-Orlova, I; Klochko, A; Shkoda, T; Marusina, O; Tepliuk, M	2021	10.25115/eea.v39i5.5074	<p>The period of coronavirus disease pandemic caused new challenges in leadership development and reflected transition to collective leadership as the most effective method. Because (emotional) unity of the corporate team (which is practically realized in collective leadership) is a primary factor for overcoming the crisis, human resources will be saved as much as possible in this context. The use of emotional intelligence tools and organizational leadership development becomes highly relevant. The emphasis is placed on the fact that organizations' adaptive, innovative activities and online work lead to new trends in the leadership development paradigm. However, most managers are not ready to apply them. The case study of an educational organization shows numerical indicators of the emotional intelligence levels of managers and essential characteristics of their emotional literacy. It is found out that less than half of managers can ensure employees' psychological safety with the help of emotional intelligence. It is emphasized that leaders can quickly change the climate of their teams and have the most significant impact on the psychological security of organizations. Leadership development can bring additional dividends in times of instability. So coronavirus disease pandemic increases management decentralization trends.</p>	Not relevant

Entrepreneurial challenges of COVID-19: Re-thinking entrepreneurship after the crisis	Sharma, GD; Kraus, S; Liguori, E; Bamel, UK; Chopra, R		10.1080/00472778.2022.2089676	The COVID-19 pandemic substantially influenced the world economy, affecting entrepreneurs and SMEs alike. This paper critically examines the relationship between entrepreneurship and COVID-19 through an integrative review analyzing 79 existing studies on the topic. We posit a novel framework for postcrisis recovery, identifying three phases of activity: business resumption (the decision to restart operations following a crisis), crisis impact analysis (understanding how the firm has changed as a result of the crisis), and future review and modification (examining how businesses need to move forward in the latter days following a crisis). Further, we call for additional entrepreneurship research embedded in a crisis environment, with the hope that new scholarship in this regard will provide a chance to increase awareness of the critical role of entrepreneurial management in society.	Misleading research subject
Are you talkin' to me?: the role of culture in crisis management sensemaking	Sherman, WS; Roberto, KJ	2020	10.1108/MD-08-2020-1017	<p>Purpose This paper considers the role of culture in crisis management narratives. The importance of sensemaking and sense-giving to crisis management is expanded by exploring how understanding organization culture may affect the plausibility of sense-giving narratives in crises. Design/methodology/approach The crisis management, sensemaking, sense-giving and organizational culture literature studies are briefly reviewed. The paper then explores how plausibility may be dependent on organizational culture and how different cultures may create different dependencies. Propositions are developed and the potential organizational interventions based on these propositions in the action research tradition are offered, as they are potential practical and research implications. Findings Organizational cultures as shared sensemaking mechanisms provide leaders with the framework for constructing crisis management messages. A plausible message must resonate within the shared cultural experiences of members to shape and direct behaviors during a crisis while maintaining necessary flexibility to evolve as the crisis progresses. Research limitations/implications Potential avenues of future research include empirically testing the effects of cultural alignment on crisis management messaging employing action research or other methods, how strength of culture affects the process and the malleability of plausibility. Practical implications Practical implications include an organization's understanding of how culture affects not only the messages sent but also how employees might receive the sense-giving narratives. The paper also highlights the importance of flexibility in sense-giving narratives to allow evolution of the message as the crisis changes. Additional practical implications are provided. Originality/value This manuscript considers the role of culture in crisis management sense-giving narratives, a topic that has received little research attention. The manuscript argues that aligning the narrative within the organization's shared cultural understanding will increase employee acceptance and adherence to the message. The paper further discusses the importance of flexibility in the sense-giving narratives as the crisis changes.</p>	Misleading research subject

The Character of Character: The 2019 Kohlberg Memorial Lecture	Walker, LJ	2020	10.1080/03057240.2019.1698415	A crisis we face is that moral character seems to be declining in significance in everyday life and is not particularly relevant in evaluations of current political leaders. A case for character, however, can be mounted through the study of moral exemplars; in demonstrating that character is a viable construct and not an artifact of situational factors, that it explains more of moral functioning than cognition alone, and that it is causally operative in moral action. Aspects of the character of exemplary moral character can be found, for example, in the integrated motivation of agency and communion, the positive framing of life events, an expanded worldview, and beneficial early-life experiences. This better-grounded understanding of character can serve to expand the moral domain, enhance intervention efforts, and promote a more civil and caring society.	Misleading research subject
How Narcissistic Leaders Impact on Subordinate's Followership During the COVID-19? The Moderating Role of Organizational Identification	Wang, L; Guo, Q	2022	10.3389/fpsyg.2022.858779	The COVID-19 pandemic gave rise to social and economic problems and pose a threat to most of enterprise. Faced with crisis and challenge, effective leaders and devoted employees are important factors for enterprises to overcome difficulties. We propose a moderated mediation model wherein narcissistic leader predicts subordinate's followership through leader self-interest behavior perceived by subordinates, with organizational identification of leader acting as the contextual condition. Two-wave data collected from 303 employees in the manufacturing and technology industry in China supported our hypothesized model. We found that narcissistic leader has negative impact on subordinates' followership due to their perception of leader's self-interest behavior. Further, organizational identification of leader plays a moderate role in the relationship between narcissistic leader and subordinates' followership. Theoretical and practical implications are discussed. We also offer several promising directions for future research.	Include

The roles of character and charisma in evaluating leadership: Effects of dark triad and honesty-humility traits, attributed charisma, and COVID-19 crisis anxiety in rejecting a presidential leadership candidate	Williams, EA; Pillai, R; McCombs, KM; Lowe, KB	2021	10.1016/j.paid.2021.111035	The 2020 U.S. presidential election provided an opportunity to study follower reactions to an incumbent leader (former President Trump) versus a challenger (Joe Biden) during a crisis. Results suggest that follower perceptions of character and charisma influence the likelihood of rejecting a candidate. Perceptions of the bright character trait honesty-humility positively influenced attributed charisma and negatively influenced leader rejection, while the dark triad traits negatively influenced charisma and positively influenced rejection. While traits were found to have indirect effects on rejection through charisma, character and charisma were important for the incumbent while charisma was more important for the challenger. COVID-19 crisis anxiety moderated the negative relationship between charisma and leader rejection for the incumbent - increasing the likelihood of rejection. Implications for research examining character and charisma during a crisis are discussed.	Include
The virtues of effective crisis leadership: What managers can learn from how women heads of state led in the first wave of COVID-19	Wilson, S; Newstead, T	2022	10.1016/j.orgdyn.2022.100910	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8940566/	Include
Linking Crisis Management and Leadership Competencies: The Role of Human Resource Development	Wooten,L; James, E	2008	10.1177/1523422308316450	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.	Include

Appendix 2: Sampled Data: Short list (after in- and exclusion approach)

Article Title	Authors	Publication Year	DOI	Abstract
How Narcissistic Leaders Impact on Subordinate's Followership During the COVID-19? The Moderating Role of Organizational Identification	Wang, L; Guo, Q	2022	10.3389/fpsyg.2022.858779	The COVID-19 pandemic gave rise to social and economic problems and pose a threat to most of enterprise. Faced with crisis and challenge, effective leaders and devoted employees are important factors for enterprises to overcome difficulties. We propose a moderated mediation model wherein narcissistic leader predicts subordinate's followership through leader self-interest behavior perceived by subordinates, with organizational identification of leader acting as the contextual condition. Two-wave data collected from 303 employees in the manufacturing and technology industry in China supported our hypothesized model. We found that narcissistic leader has negative impact on subordinates' followership due to their perception of leader's self-interest behavior. Further, organizational identification of leader plays a moderate role in the relationship between narcissistic leader and subordinates' followership. Theoretical and practical implications are discussed. We also offer several promising directions for future research.
The roles of character and charisma in evaluating leadership: Effects of dark triad and honesty-humility traits, attributed charisma, and COVID-19 crisis anxiety in rejecting a presidential leadership candidate	Williams, EA; Pillai, R; McCombs, KM; Lowe, KB	2021	10.1016/j.paid.2021.111035	The 2020 U.S. presidential election provided an opportunity to study follower reactions to an incumbent leader (former President Trump) versus a challenger (Joe Biden) during a crisis. Results suggest that follower perceptions of character and charisma influence the likelihood of rejecting a candidate. Perceptions of the bright character trait honesty-humility positively influenced attributed charisma and negatively influenced leader rejection, while the dark triad traits negatively influenced charisma and positively influenced rejection. While traits were found to have indirect effects on rejection through charisma, character and charisma were important for the incumbent while charisma was more important for the challenger. COVID-19 crisis anxiety moderated the negative relationship between charisma and leader rejection for the incumbent - increasing the likelihood of rejection. Implications for research examining character and charisma during a crisis are discussed.
The virtues of effective crisis leadership: What managers can learn from how women heads of state led in the first wave of COVID-19	Wilson, S; Newstead, T	2022	10.1016/j.orgdyn.2022.100910	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8940566/ Around the world, government leaders struggled to slow the virus's spread. Yet by April 2020 it was becoming clear that some countries were faring far better than others in dealing with the first wave of the COVID-19 pandemic: on a per capita basis, both cases and deaths varied greatly by nation. And as this trend continued, more and more news stories reported a common feature amongst the otherwise diverse nations that were doing the best at containing COVID-19: they were led by women.

Linking Crisis Management and Leadership Competencies: The Role of Human Resource Development	Wooten,L; James, E	2008	10.1177/1523422308316450	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.
Character assassination of CEOs in crises - Questioning CEOs' character and values in corporate crises	Seiffert-Brockmann, J; Einwiller, S; Stranzl, J	2018	10.1177/0267323118763860	This study explores the concept of character assassination in the field of corporate communication. We examine the perception of character traits and personal values of chief executive officers in Austria and Germany during corporate crises. Results suggest that character attacks mostly focus on a chief executive officer's integrity, while a positive public perception of charisma seems to be related to a chief executive officer's remaining in office. Furthermore, personal values were under more intense public scrutiny when the chief executive officer in question had to leave their office. Thus, the study suggests that character traits and values are antecedents which influence the outcomes of the process of character assassination.
Character and Trust in Crisis Leadership: Probing the Relationships Among Character, Identification-Based Trust, and Perceptions of Effectiveness in Political Leadership During the COVID-19 Pandemic	Seijts, G; de Clercy, C; Miller, R		10.1177/00218863221110627	The COVID-19 pandemic provided an opportunity to explore the relationships among character, identification-based trust, and perceptions of leadership effectiveness in the context of crisis leadership. Focusing on the leadership of Canadian Prime Minister Justin Trudeau, we first explore whether Canadians of voting age believe character is important in political leadership during the pandemic. Second, we examine voter perceptions of the importance of the dimensions of character identified by Crossan et al. (2017) and to what extent voters perceive Trudeau demonstrates the behaviors associated with these dimensions. Third, we explore the role of identification-based trust in the relationship between character and perceptions of leadership effectiveness. Fourth, we study the relationships between character, trust, and effectiveness during dynamic conditions where the stakes for citizens with respect to health and social well-being are high. The results of our study connect character to trust and perceived effectiveness of a political leader during a crisis.

Trust as a Mediator of the Relationship Between Character and Perceptions of Leader Effectiveness During the COVID-19 Crisis	Seijts, GH; de Clercy, C; Mohan, G	2021	10.1037/cbs0000214	<p>Character is a leadership quality that is often scrutinized yet poorly understood. Our research focuses on several questions relating to character and perceived leader effectiveness during the COVID-19 crisis. First, does the character of the prime minister matter to voters during major crises such as the COVID-19 pandemic? Second, are all dimensions that comprise the leader character framework we examined considered essential for political leadership in times of crisis? Third, is character related to perceptions of leadership effectiveness? Fourth, what role does identification-based trust play in the relationship between character and perceptions of leadership effectiveness in times of crisis? The results of our survey taken during the early weeks of the COVID-19 pandemic reveal that character is considered among Canadians of voting age as an important ingredient of political leadership. We also found that there is a significant gap between the perceived importance of the dimensions that comprise character and the belief that Prime Minister Justin Trudeau lives up to the expectations. The congruence between the perceived importance of the character dimensions and the belief that Trudeau demonstrated these dimensions predicted leadership effectiveness, and this relationship was mediated by trust. Our results are based on perceptions of leadership effectiveness; that is, we do not have objective measures of performance.</p>
A Female Leadership Trust Advantage in Times of Crisis: Under What Conditions?	Post, C; Latu, I; Belkin, L	2019	10.1177/0361684319828292	<p>We examined differences in trust for men and women leaders who adopt relational behaviors during an organizational crisis. We addressed two important shortcomings of previous research. First, we independently manipulated leader gender and leader relational behaviors (interpersonal emotion management) to identify their separate and interacting influences on trust outcomes, which may lead to a leadership advantage for women. Second, we examined how uncertainty about crisis outcomes affects the strength of this advantage. We operationalized trust as both evaluative and behavioral (investment in a company led by the leader). We found support from two experiments with women and men (N = 412 and N = 400) for the idea of a female leadership trust advantage in times of crisis. And we showed that the advantage is uniquely attributable to female leaders' use of relational behaviors and is manifested only when crisis consequences are known. We observed these effects for both evaluative trust (Studies 1 and 2) and behavioral trust (Study 2). We invite more research on the conditions that contribute to the female leadership advantage, the gendered nature of leadership behaviors during organizational crises, and the relational leadership qualities that help restore trust in organizations during uncertain times.</p>

Opportunity Exploitation in Times of the COVID-19 Pandemic - The Importance of Dynamic Capabilities and the Entrepreneur's Characteristics	Malewska, K; Ratajczak- Mrozek, M; Sajdak, M	2021	10.7172/1644-9584.92.5	<p>Purpose: The purpose of the paper is to answer the question of how entrepreneurs can take advantage of and exploit the conditions and opportunities resulting from the COVID-19 pandemic. Methodology: In the paper, we apply the conceptual review method in order to review extant knowledge, identifying important research gaps, and propose a conceptual framework for the research. Findings: We propose a conceptual framework of the recognition and exploitation of business opportunities during the COVID-19 pandemic. The framework assumes the influence of specific dynamic capabilities (strategic foresight - at the strategic level and innovation, self-structured and relational capabilities - at the operational level) and the entrepreneur's key characteristics (being intuitive, having the ability to learn - especially in the field of crisis management, being innovative, having leadership competencies and having the ability to use advanced digital technologies) on the identification, creation and exploitation of opportunities during the COVID-19 pandemic. Research limitations: The main limitation results from the dynamism of the pandemic situation. Therefore, our results need further empirical verification. Practical implications: The model provides managerial implications for entrepreneurs responsible for decisions and actions during the pandemic crisis. We underline the importance of the development of entrepreneurs' own competencies as well as the development of the competencies of their employees in the context of crisis management. We especially suggest that managers develop leadership competencies which relate to the competence of how to delegate powers and build empowerment in order to take advantage of the opportunities resulting from the effects of the COVID-19 pandemic. To exploit opportunities effectively, they should be recognized early, and therefore entrepreneurs should consider the benefits of using intuition in this area. Value: The special value of the paper can be seen in the context of the analysis. There is a shortage of studies identifying the impact of dynamic capabilities and the entrepreneur's characteristics on the exploitation of opportunities during the specific situation of the COVID-19 pandemic.</p>
--	---	------	------------------------	--

Leader sensemaking style in response to crisis: Consequences and insights from the COVID-19 pandemic	Medeiros, KE; Crayne, MP; Griffith, JA; Hardy, JH; Damadzic, A	2022	10.1016/j.paid.2021.111406	The international scope of the 2020 COVID-19 crisis compelled a response from world leaders across the globe. However, the nature of these responses was far from universal. These circumstances present a unique opportunity to study how leader style influences, and is influenced by, a common crisis. To explore these relationships, the present effort used a content analysis of weekly COVID-19 statements from world leaders spanning the first 19 weeks of the crisis. Results suggest that leaders shifted toward increasingly pragmatic sensemaking approaches as COVID-19 infections increased and that sustained use of pragmatic leadership styles was associated with fewer infections in the long term. In contrast, sustained use of the charismatic sensemaking style was associated with higher observed infection rates.
Personality Characteristics as Predictors of the Leader's Ethical Leadership in Regular Times and in Times of Crisis	Damti, S; Hochman, G	2022	10.3390/su14169800	n.a.
Agreeable mayors in times of crisis: Leadership, time pressure and situational ambiguity	de Vries, B; de Hoogh, AHB; de Dreu, CKW	2016		This article discusses the relationship between one of the Big Five personality traits 'agreeableness' and the autocratic and participative leadership behavior and effectiveness of mayors during crises. Based on trait activation theory, it was expected that the relationship between a mayor's agreeableness and his autocratic and participative leadership behavior and its effectiveness are dependent on the extent to which a crisis is characterized by time pressure and ambiguity. Expectations were tested in 68 public order and safety crises. During crises, the extent of agreeableness appeared to be negatively related, via autocratic leadership behavior, to the effectiveness of the mayor's leadership. Under low or high time pressure, agreeableness was also found to be positively or negatively related to leadership effectiveness, via participative leadership behavior. Contrary from what was predicted, autocratic leadership behavior on the part of mayors was shown to be effective, especially if there was a high level of situational ambiguity. Our conclusion discusses the implications for leadership theory and crisis management.

Moonshots or a cautious take-off? How the Big Five leadership traits predict Covid-19 policy response	Brown, L; Horvath, L; Stevens, D	2021	10.1080/17457289.2021 .1924739	The Covid-19 crisis has been truly worldwide and has unfolded almost simultaneously across the globe. In order to control its spread and alleviate its impact governments have been faced with a range of policy options in terms of containment and closure, ramping up healthcare, and mitigating its economic effects. In this paper, we explore the stringency as well as the speed of policy response as a function of leaders' personality traits, accounting for party-political orientation. To do this, we construct a text corpus composed of 26 country leaders' rhetoric on Covid-19 collected from 10 days before the first recorded death in their respective countries until 90 days after, and use a pre-trained machine classifier to generate the Big Five personality traits for each leader. We find two general patterns: (1) one around neuroticism, a trait associated with negative stress response, which is associated with leniency in containment and health policy measures; and (2) some evidence that conscientiousness, a trait associated with risk aversion, is associated with quicker policy response. We conclude by suggesting analysis on the sub-national level in order to increase test power, and more work on validation linking our estimates of Big Five to expert ratings of personality.
Adaptive Managers as Emerging Leaders During the COVID-19 Crisis	Bajaba, A; Bajaba, S; Algarni, M; Basahal, A; Basahel, S	2021	10.3389/fpsyg.2021.661 628	The coronavirus disease 2019 (COVID-19) has taken the world by surprise and has impacted the lives of many, including the business sector and its stakeholders. Although studies investigating the impact of COVID-19 on the organizational structure, job design, and employee well-being have been on the rise, fewer studies examined the role of leadership and what it takes to be an effective leader during such times. This study integrates social cognitive theory and conservation of resources theory to argue for the importance of adaptive personality in the emergence of effective leaders during crisis times, utilizing the crisis of COVID-19 as the context for the study. We argue that managers with an adaptive personality tend to have increased self-efficacy levels to lead during a crisis, resulting in increased motivation to lead during the COVID-19 crisis. Furthermore, managers with increased motivation to lead during the COVID-19 crisis are argued to have enhanced adaptive performance, thereby suggesting a serial mediation model where crisis leader self-efficacy and motivation to lead during the COVID-19 crisis act as explanatory mechanisms of the relationship between the adaptive personality and performance of the manager. In order to test our hypotheses, we collected data from 116 full-time managers in Saudi Arabia during the COVID-19 crisis and used hierarchical linear regression as the method of analysis. The findings support all of the hypotheses. A discussion of the results, contributions, limitations, and future directions is included.

Characteristics of Crisis and Decision Making Styles: The Mediating Role of Leadership Styles	Alkharabsheh, A; 2014 Ahmad, ZA; Kharabsheh, A	10.1016/j.sbspro.2014.03.678	This paper investigates the mediating role of leadership styles on the relationship between characteristics of crisis and decision making styles. Whereas previous literature has linked decision making to crisis, there is a dearth of research linking characteristics of crisis and decision making styles and the role of leadership styles in this relationship. This study of 847 Jordanian Civil Defense officers found that both transformational and transactional leadership styles have partial mediation effects on the relationship between characteristics of crisis and decision making styles. The findings of this study challenge the notion that during crisis, transformational leaders are more effective than their transactional counterparts and calls for future studies on the integration between the two leadership styles. (C) 2014 The Authors. Published by Elsevier Ltd.
How inclusive leadership paves way for psychological well-being of employees during trauma and crisis: A three-wave longitudinal mediation study	Ahmed, F; Zhao, 2021 FQ; Faraz, NA; Qin, YJ	10.1111/jan.14637	Aims Nurses are at the forefront of public health emergencies facing psychological pressures ensuing from the loss of patients and potential risk of infection while treating the infected. This study examines whether inclusive leadership has a causal relationship with psychological distress and to assess the mediation effect of psychological safety on this relationship in the long run. The hypotheses are developed and interpreted with the help of theoretical underpinnings from job demands resources theory and the theory of shattered assumptions. Design Three-wave longitudinal study. Methods Questionnaire was used to carry out three waves of data collection from 405 nurses employed at five hospitals in Wuhan during the COVID-19 outbreak between the months of January-April 2020. Partial least square structural equation modelling (PLS-SEM) was used to analyze data while controlling for age, gender, education, experience, and working hours. Results Results supported the hypothesized relationships where inclusive leadership indicated significant inverse causal relationship with psychological distress and a positive causal relationship with psychological safety. Mediation effect of psychological safety was found significant, while the model explained 73.9% variance in psychological distress. Conclusion Inclusive leadership, through its positive and supportive characteristics, can pave way for such mechanisms that improve the psychological safety of employees in the long run and curbs psychological distress. Impact This is the first longitudinal study to examine the relationship between inclusive leadership and psychological distress in health care and also examines the mediating mechanism of psychology safety. There is scarcity of empirical research on factors that determine and affect behavioural mechanism of healthcare workers during traumatic events and crisis. Clinical leaders and healthcare policy makers must invest in and promote inclusive and supportive environment characterized with open and accessible leaders at workplace to improve psychological safety; it helps reduce levels of psychological distress.

How entrepreneurial resilience generates resilient SMEs	Branicki, LJ; Sullivan-Taylor, B; Livschitz, SR	2018	10.1108/IJEBR-11- 2016-0396	<p>Purpose The purpose of this paper is to investigate how entrepreneurial behaviors support small and medium-sized enterprise (SME) resilience, refine the concept of entrepreneurial resilience, and identify how SME resilience might be promoted. Design/methodology/approach Qualitative data were collected in the UK via 11 focus groups which provided a sub-sample of 19 SME participants. Findings Because of their experience operating in uncertain environments, their direct experience of adversity, and the informal organizational settings they inhabit, entrepreneurs are often highly resilient and possess capabilities that enable SMEs to be resilient. Entrepreneurial resilience provides a basis for SME resilience that differs significantly from best practices as understood in larger firms. Research limitations/implications Exploratory qualitative research on a small sample (n=19) limits the generalizability of this work. Further research could quantitatively test the paper's findings and/or examine the link between entrepreneurial resilience and the resilience of larger firms. Practical implications Rather than encouraging formal planning and redundancy, policy and practice designed to promote the resilience of SMEs should pay greater attention to building capacities to cope with uncertainty, generating and leveraging personal relationships, and activating the ability to experiment and think creatively in response to crises. Originality/value This paper draws on organizational psychology research to refine understanding of entrepreneurial resilience and to empirically examine and inductively theorize the multi-level relationships between entrepreneurial resilience and SME resilience.</p>
---	---	------	--------------------------------	---

Appendix 3: SPIDER Analysis of Short List

Article Title	(S)ample	(P)henomenon of (I)nterest	(D)esign	(E)valuation	(R)esearch type
How Narcissistic Leaders Impact on Subordinate's Followership During the COVID-19? The Moderating Role of Organizational Identification	303 employees in the manufacturing and technology industry in China	Narcissistic leader predicts subordinate's followership through leader self-interest behavior perceived by subordinates, with organizational identification of leader acting as the contextual condition	Survey	Narcissistic leader has negative impact on subordinates' followership due to their perception of leader's self-interest behavior	Quantitative
The roles of character and charisma in evaluating leadership: Effects of dark triad and honesty-humility traits, attributed charisma, and COVID-19 crisis anxiety in rejecting a presidential leadership candidate	650 participants responding to questions on leadership traits at time 1 (8 weeks pre-election) 491 matched responses provided leadership perceptions at time 2 (2 weeks pre-election), Final sample of 445 matched responses at time 3 (1 week post-election)	follower reactions to an incumbent leader (former President Trump) versus a challenger (Joe Biden) during a crisis.	Survey: Qualtric Panel of registered voters	Results suggest that follower perceptions of character and charisma influence the likelihood of rejecting a candidate. Perceptions of the bright character trait honesty-humility positively influenced attributed charisma and negatively influenced leader rejection, while the dark triad traits negatively influenced charisma and positively influenced rejection. While traits were found to have indirect effects on rejection through charisma, character and charisma were important for the incumbent while charisma was more important for the challenger	Quantitative
The virtues of effective crisis leadership: What managers can learn from how women heads of state led in the first wave of COVID-19	Source: English-language transcripts of national addresses given by women heads of state of 12 nations The data set comprises 67 speeches delivered between 27 February and 17 June 2020 by the heads of state	Can virtue-based strategies guarantee success in crises? Aim was to distil lessons of relevance to all managers leading through crisis.	Systematic theoretical evaluation	Adopting virtue-based strategies cannot alone guarantee success, nor ward off future crises, but at the very least adopting such approaches helps us all to refine and develop our character such that we may cope more ethically and wisely with such challenges.	Quantitative

Linking Crisis Management and Leadership Competencies: The Role of Human Resource Development	59 cases from a sample of the institute for crisis management of 7 years (2002-2006)	Examination of 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. Exploration of leadership competencies related to crisis management	in-depth qualitative analysis using grounded theory research design	There are several skills, abilities, or traits that characterize crisis leadership and that these competencies are associated with key phases of the crisis management process	Qualitative
Character assassination of CEOs in crises - Questioning CEOs' character and values in corporate crises	Not published	This study explores the concept of character assassination in the field of corporate communication. They examine the perception of character traits and personal values of chief executive officers in Austria and Germany during corporate crises	Survey	Results suggests (1)Results suggest that character attacks mostly focus on a chief executive officer's integrity, while a positive public perception of charisma seems to be related to a chief executive officer's remaining in office. (2) that character traits and values are antecedents which influence the outcomes of the process of character assassination.	Quantitative

<p>Character and Trust in Crisis Leadership: Probing the Relationships Among Character, Identification-Based Trust, and Perceptions of Effectiveness in Political Leadership During the COVID-19 Pandemic</p>	<p>N = 651, Canadians of voting age were sourced from a well-established online market research panel community, only respondents to an English-language survey across Canada.</p>	<p>Exploration of the relationships among character, identification-based trust, and perceptions of leadership effectiveness in the context of crisis leadership. Focus: leadership of Canadian Prime Minister Justin Trudeau</p> <p>(1) exploration of whether Canadians of voting age believe character is important in political leadership during the pandemic.</p> <p>(2) Examination of voter perceptions of the importance of the dimensions of character identified by Crossan et al. (2017) and to what extent voters perceive Trudeau demonstrates the behaviors associated with these dimensions.</p> <p>(3) Exploration of the role of identification-based trust in the relationship between character and perceptions of leadership effectiveness.</p> <p>(4) Study of the relationships between character, trust, and effectiveness during dynamic conditions where the stakes for citizens with respect to health and social well-being are high.</p>	<p>Online Survey</p>	<p>The results of the study connect character to trust and perceived effectiveness of a political leader during a crisis.</p>	<p>Quantitative</p>
---	--	---	----------------------	---	---------------------

Trust as a Mediator of the Relationship Between Character and Perceptions of Leader Effectiveness During the COVID-19 Crisis	<p>Canadians (N=653) were sourced from a well-established online market research panel community.</p> <p>% Males 50.0 % Females 49.5</p> <p>The median age group was 34 –54 years.</p> <p>51 % employed full-time; 26% were retired.</p> <p>The self-described current support was 38% Liberal; 31% Conservative; 14% New Democrat; 6% Green; and 11% other.</p>	<p>Research focuses on several questions relating to character and perceived leader effectiveness during the COVID-19 crisis. First, does the character of the prime minister Trudeau matter to voters during major crises such as the COVID-19 pandemic?</p> <p>Second, are all dimensions that comprise the leader character framework they examined considered essential for political leadership in times of crisis?</p> <p>Third, is character related to perceptions of leadership effectiveness?</p> <p>Fourth, what role does identification-based trust play in the relationship between character and perceptions of leadership effectiveness in times of crisis?</p>	Empirical quantitative Study	<p>The results of our survey taken during the early weeks of the COVID-19 pandemic reveal that character is considered among Canadians of voting age as an important ingredient of political leadership. We also found that there is a significant gap between the perceived importance of the dimensions that comprise character and the belief that Prime Minister Justin Trudeau lives up to the expectations. The congruence between the perceived importance of the character dimensions and the belief that Trudeau demonstrated these dimensions predicted leadership effectiveness, and this relationship was mediated by trust.</p>	Quantitative
--	--	---	------------------------------	--	--------------

<p>A Female Leadership Trust Advantage in Times of Crisis: Under What Conditions?</p>	<p>Study 1: N= 412, which were randomly assigned to one of the eight three-way combinations of: low or high situational uncertainty about cause of the crisis; leader with high or low IEM; and female or male leader. The simulation was of a crisis in the production team of an aeronautics company. Participants across the eight combinations had to indicate their trust levels for the combination they were randomly assigned</p> <p>Study 2 included N=398, which followed the same design as study 1, except that now the situational uncertainty was around the consequences of the crisis, rather than the cause – which meant the crisis would have either unknown effects or no negative effects. Further, study 2 changed the context of the company to the fast food industry as aeronautics is considered a typically masculine industry</p>	<p>They examined differences in trust for men and women leaders who adopt relational behaviors during an organizational crisis. They addressed two important shortcomings of previous research.</p> <p>First, they independently manipulated leader gender and leader relational behaviors (interpersonal emotion management) to identify their separate and interacting influences on trust outcomes, which may lead to a leadership advantage for women.</p> <p>Second, they examined how uncertainty about crisis outcomes affects the strength of this advantage. They operationalized trust as both evaluative and behavioral (investment in a company led by the leader).</p>	<p>Online Survey with a "investment game".</p>	<p>Female leaders are more trusted to lead organizations in times of crisis if</p> <ol style="list-style-type: none"> 1) the female leader exhibits high levels of relational behaviors, and 2) the crisis is characterized by low uncertainty about the crisis's consequences. <p>Female leaders exhibiting high levels of relational behaviors scored 0.42 points higher on trustworthiness (on a scale of 1 to 7) than male leaders exhibiting high levels of relational behaviors.</p> <p>There is no significant difference in levels of trust between female leaders exhibiting low levels of relational behaviors and male leaders exhibiting low levels of relational behaviors.</p> <p>In crises with low levels of uncertainty around consequences (that is, the resolution to the crisis can be handled through existing protocol and knowledge), female leaders exhibiting high levels of relational behaviors scored 0.46 points higher on trustworthiness (on a scale of 1 to 7) than male leaders exhibiting high levels of relational behaviors.</p> <p>In crises with high levels of uncertainty around consequences (that is, the resolution to the crisis cannot be handled through existing protocol and knowledge), there is no significant difference in levels of trust between female leaders exhibiting high levels of relational behaviors and male leaders exhibiting high levels of relational behaviors.</p> <p>Participants were more likely to invest in a company in crisis only when a woman exhibiting high levels of relational behaviors is leading the company and uncertainty around the consequences of the crisis is low.</p> <p>Relational qualities always help restore trust in a company. Female leaders' relational qualities can help restore trust in a company more so than male leaders' relational qualities during uncertain times, but only if the crisis is perceived as predictable, controllable, and with low levels of uncertainty.</p>	<p>Quantitative</p>
---	---	---	--	--	---------------------

Opportunity Exploitation in Times of the COVID-19 Pandemic - The Importance of Dynamic Capabilities and the Entrepreneur's Characteristics	Not published	The purpose of the paper is to answer the question of how entrepreneurs can take advantage of and exploit the conditions and opportunities resulting from the COVID-19 pandemic.	Conceptual review method in order to review extant knowledge, identifying important research gaps, and propose a conceptual framework for the research	They propose a conceptual framework of the recognition and exploitation of business opportunities during the COVID-19 pandemic. The framework assumes the influence of specific dynamic capabilities (strategic foresight - at the strategic level and innovation, self-structured and relational capabilities - at the operational level) and the entrepreneur's key characteristics (being intuitive, having the ability to learn - especially in the field of crisis management, being innovative, having leadership competencies and having the ability to use advanced digital technologies) on the identification, creation and exploitation of opportunities during the COVID-19 pandemic.	Quantitative
Leader sensemaking style in response to crisis: Consequences and insights from the COVID-19 pandemic	Leaders of the 19 countries represented in the Group of Twenty (G20). Furthermore, given the underrepresentation of women in the G20, intentional inclusion of female leaders was required to enable generalizations of the study's results to more diverse contexts. As such, the complete population of female Heads of State for whom leader statements were available were included in the initial data collection. N=35 leaders, 19 from the G20 and 16 additional women heads of state.	They studied how leader style influences, and is influenced by, a common crisis.	Empirical Study/Quantitative Study	Results demonstrate that, on average, world leaders tended to shift toward pragmatic sensemaking styles as COVID-19 infection counts increased ($b = 0.00023$, $p < .01$, $d = 0.78$, Table 3) such that a 1 standard deviation increase in infection rates (~1210 new infections per million residents) corresponded with about a 0.75 standard deviation increase in within-leader use of pragmatic sensemaking styles. In other words, on average, leaders became more pragmatic following a rise in infections. In contrast, neither the use of charismatic nor ideological sensemaking styles were associated with changes in the infection counts ($p > .05$). At the within-leader level, our results suggest that shifts in sensemaking style did not significantly influence short-term changes in COVID-19 infection rates two weeks later ($p > .05$; Table 4). However, the between-person results suggest that sustained use of sensemaking style had a pronounced, long-term impact on cumulative COVID-19 infection rates as the crisis progressed. Specifically, sustained use of charismatic sensemaking styles by world leaders during the crisis was associated with higher overall COVID-19 infection rates as of July 8th, 2020 ($b = 835.77$, $p = .047$, $d = 0.35$), whereas more frequent use of pragmatic sensemaking style was associated with lower overall infection rates ($b = -2124.11$, $p < .01$, $d = -0.58$, Table 5). Collectively, leader sensemaking style was found to account for 29% of the unique total variance in long-term COVID-19 infection rates with the full model including the socioeconomic controls explaining 55% of the total variance.	Quantitative

Personality Characteristics as Predictors of the Leader's Ethical Leadership in Regular Times and in Times of Crisis	n.a.	n.a.	n.a.	n.a.	n.a.
Agreeable mayors in times of crisis: Leadership, time pressure and situational ambiguity	<p>Municipal officials and Deputy Mayors N= 68 cases</p> <p>The average age = 54.5 years (SD = 6.31)</p> <p>79.4% = male</p> <p>secondary education (5.9 %), vocational education (7.4%), higher vocational education (35.3%) tertiary education (51.5%)</p> <p>Average length of service of 8.29 years</p> <p>Experienced an average of 3.84 crises</p>	<p>This article discusses the relationship between one of the Big Five personality traits 'agreeableness' and the autocratic and participative leadership behavior and effectiveness of mayors during crises</p>	<p>Interviews by telephone plus questionnaire</p>	<p>Based on trait activation theory, it was expected that the relationship between a mayor's agreeableness and his autocratic and participative leadership behavior and its effectiveness are dependent on the extent to which a crisis is characterized by time pressure and ambiguity. During crises, the extent of agreeableness appeared to be negatively related, via autocratic leadership behavior, to the effectiveness of the mayor's leadership. Under low or high time pressure, agreeableness was also found to be positively or negatively related to leadership effectiveness, via participative leadership behavior. Contrary from what was predicted, autocratic leadership behavior on the part of mayors was shown to be effective, especially if there was a high level of situational ambiguity.</p>	<p>Mixed Method: Qualitative and (Qualitative/ only one questionnaire)</p>
Moonshots or a cautious take-off? How the Big Five leadership traits predict Covid-19 policy response	<p>N=26 country leaders' rhetoric on Covid-19 collected from 10 days before the first recorded death in their respective countries until 90 days after, and use a pre-trained machine classifier to generate the Big Five personality traits for each leader.</p>	<p>In this paper, they explore the stringency as well as the speed of policy response as a function of leaders' personality traits, accounting for party-political orientation.</p>	<p>Quantitative by algorithms</p>	<p>(1) one around neuroticism, a trait associated with negative stress response, which is associated with leniency in containment and health policy measures; and</p> <p>(2) some evidence that conscientiousness, a trait associated with risk aversion, is associated with quicker policy response. We conclude by suggesting analysis on the sub-national level in order to increase test power, and more work on validation linking our estimates of Big Five to expert ratings of personality.</p>	<p>Quantitative</p>

Adaptive Managers as Emerging Leaders During the COVID-19 Crisis	Full-time managers in public, private, and charitable sectors in Saudi Arabia through multiple channels (e.g., social media outlets, training courses, and executive MBA courses) sample size was 116.	This study investigates the role personality plays in the emergence of effective leaders during the COVID-19 crisis. More specifically, it examines the effect of the newly developed construct of adaptive personality on full-time managers' adaptive performance in Saudi Arabia during the COVID-19 crisis. Furthermore, this study examines crisis leader self-efficacy and motivation to lead during the COVID-19 crisis as two sequential, explanatory mechanisms between adaptive personality and adaptive performance during the COVID-19 crisis based on Hadley et al. (2011) theoretical framework.	Hierarchical multiple regression analysis with online surveys	The findings indicate that managers with an adaptive personality are more likely to have increased levels of self-efficacy to lead during the times of a crisis, which supports previous research that has emphasized the importance of personality in the development of one's confidence to perform (Larson and Borgen, 2006; Fuller and Marler, 2009; Li et al., 2017). The findings also indicate that crisis leader self-efficacy was found to be significantly related to motivation to lead during the COVID-19 crisis, suggesting that managers who have high beliefs regarding their capability to lead in any crisis are more likely to be motivated to lead during the COVID-19 crisis. Furthermore, those managers were found to be more likely to manifest such motivation by demonstrating adaptive performance given its relevance during times of much needed adaptivity due to the sudden, imposed organizational changes (Jundt et al., 2015; Strauss et al., 2015; Park and Park, 2019).	Quantitative
Characteristics of Crisis and Decision Making Styles: The Mediating Role of Leadership Styles	The study was conducted in the Jordanian Civil Defense with a total of 847 responses. Data was collected via survey from 345 leaders about their decision making styles and 502 employees answered about their leaders' leadership styles and characteristics of crisis. However, only 302 pairs of responses were able to be matched and useful for further analysis giving	This paper investigates the mediating role of leadership styles on the relationship between characteristics of crisis and decision making styles. Whereas previous literature has linked decision making to crisis, there is a dearth of research linking characteristics of crisis and decision making styles and the role of leadership styles in this relationship.	Quantitative Study/ Correlation Analysis	The study found that both transformational and transactional leadership styles have partial mediation effects on the relationship between characteristics of crisis and decision making styles. The findings of this study challenge the notion that during crisis, transformational leaders are more effective than their transactional counterparts and calls for future studies on the integration between the two leadership styles.	Quantitative

a response rate of 604/847=71.3%.					
How inclusive leadership paves way for psychological well-being of employees during trauma and crisis: A three-wave longitudinal mediation study	405 nurses employed at five hospitals in Wuhan during the COVID-19 outbreak between the months of January-April 2020	This study examines whether inclusive leadership has a causal relationship with psychological distress and to assess the mediation effect of psychological safety on this relationship in the long run.	Questionnaire Partial least square structural equation modelling (PLS-SEM) was used to analyze data while controlling for age, gender, education, experience, and working hours	Results supported the hypothesized relationships where inclusive leadership indicated significant inverse causal relationship with psychological distress and a positive causal relationship with psychological safety. Mediation effect of psychological safety was found significant, while the model explained 73.9% variance in psychological distress.	Quantitative
How entrepreneurial resilience generates resilient SMEs	Qualitative data were collected in the UK via 11 focus groups which provided a sub-sample of 19 SME participants	The study investigates how entrepreneurial behaviors support small and medium-sized enterprise (SME) resilience, refine the concept of entrepreneurial resilience, and identify how SME resilience might be promoted.	Survey	Because of their experience operating in uncertain environments, their direct experience of adversity, and the informal organizational settings they inhabit, entrepreneurs are often highly resilient and possess capabilities that enable SMEs to be resilient. Entrepreneurial resilience provides a basis for SME resilience that differs significantly from best practices as understood in larger firms	Quantitative