

The Indispensable Styles, Characteristics and Skills for Charismatic Leadership in Times of Crisis

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Abstract— This research was conducted to explore the concept of charismatic leadership in times of crisis. It provides an overview of the key elements for leadership that are essentials for managing crises. A conceptual framework for Charismatic Leadership Style, Characteristics and skills was proposed based on various existing Crisis Leadership theories to offer a comprehensive crisis leadership model.

A Delphi study with scholars in the leadership field was used to measure the proposed framework and, after three rounds, two styles, ten characteristics and five skills were identified as comprehensive charismatic Leadership. The research conclude that this framework is essential and can be used to measure the leader's powers and faintness and to get ready for erratic extreme occurrences as they are inevitable.

Keywords—Indispensable, economic crisis, earthquakes, Leadership Skills.

I. INTRODUCTION

Real time images of the global economic crisis, wars, natural disaster such as earthquakes, tsunamis, fires and radiation leakage events deepened trepidation globally which consequently may deepen the challenges and difficulties for local and international leaders.

Leadership is one of the subjects that were most studied and researched in commercial and academic areas. Efficient crisis leadership is mainly reliant on charismatic leadership that inspires and encourages followers to enthusiastically believe and engage in strategies to resolve the crisis (Wooten & James, 2004).

Previous studies showed tens of definitions of leadership, leader, and manager. Leadership implicates the hypothesis that one person uses intended influence over another in which the leader steers, offers formation, and simplest activities and improve contacts within a group (Yukl, 2006).

Yukl also stated that leadership is the method of motivating and inspiring others to comprehend and decide about what and how things need to be achieved and the procedure of assisting individual to accomplish common objectives. However, Northouse, (2001) expands the definition of leadership by declaring that leadership is a

procedure, which comprises inspiration, occurs in a group context, and covers target accomplishments.

As a concept, a leader is one who leads, strategies, organizes, monitors and controls communication, allocates, acknowledges accountability to achieve societal and political objectives (Ogunbameru 2004:233). A crisis describes an unexpected difficult situation. Generally, this situation is categorized as a disaster, calamity, intimidation or urgency. Crises may include all previous meanings, but in different proportions.

The key challenge of a crisis is about handling its planning and repairing, based on taking courageous, wise and critical decisions during the first stages of crisis. However, the process of facing and controlling both routine emergencies and major crises involve a wide array of leadership talents and characteristics.

Crisis is a progressively multifaceted process, it may not be restricted to one area within common borders; it may ensnare rapidly and emerge with other crisis, and its consequences are extended (t'Hart and Boin 2001). Sudden catastrophe, industrial accidents, violent political conflict, and public disorder are all some reasons for wasting of wealth and taking the country toward collapse. Crisis and leadership are interconnected in that both concepts have a character to accompany and support each other. It is the leader's obligation to react to intimidation and worries caused by the crisis. It is the demonstration of the ability of the leader to restore things back to what they once were. Although damaging results are introduced during the times of crisis, it is essential to accept the fact that a crisis opens a space of occasion during which a leader has the possibility, if he/she uses it wisely, to improve organizational structures and strategies.

There is a well-known worry that a global humanitarian deed is underachieving because of a dearth of operative leadership, occasionally expressed as a leadership void.

So far, in the humanitarian area, there is no clear evidence to show that there have been efficient methods for studying the significance of operational leadership. However, the leadership needed during crises can be expressed as "strategic tasks that encompass all activities associated with the stages of crisis management" (Boin et al. 2005, p. 9).

Most people are suspicious of crises; however, they may also be unaware of the complexities of crises. People always expect to be protected by their government; therefore a crisis can be a shock to them if the state fails to prevent such. Furthermore, fear, confusion, media pressure, tension, and the factional interest of the chaos situation, all may lead to imprecise information which consequently makes it very difficult for crisis leaders to make appropriate bold decisions.

Governmental leaders have difficulties and challenges when dealing with a complex and open-ended crisis, especially when they seek solutions to manage and control such crisis, but none is applicable (Hart and Boin 2001). These difficulties will increase risks for policy makers.

Leaders must prove by words and deeds and by advance planning that they will not shirk responsibility for the occasion of any specified disaster. They must have special characteristics, styles, and skills, be well organized and take efficient and brave action to guard the community, surround indemnity damage. Conversely, if leaders, intentionally and unintentionally, try to diverge from these steps, it will escalate the public concern and may cause condemnation which may be followed by events affecting the social and political position of such leaders. Accordingly, it is preferably to reconsider our realization of leadership in contemporary crises. This can be achieved by giving up the belief that those crises are occasions and can precisely be identified and controlled at a predictable time and location. Alternatively, leaders should deal with a crisis considerably mysterious and suspicious, which could damage the growth and development in different areas and hinder political, economic and social stability.

Due to the international political effects carried to an event, the significance of leadership awareness about such crisis becomes a vital subject (Nafday, 2009). Such types of leadership awareness and its characteristics in confronting the extreme events is a comparatively underdeveloped area of research (Boin, 2009).

Substantially, typically a crisis and its influences are growing, which consequently expands the fears and suffering of populations; conversely, leadership of extreme events rises in sophistication; and the crisis leadership research is scuffling to clarify the theories in these perspectives (Mikusova, 2011).

So, what the charismatic leadership means in context of a humanitarian crisis, and what are the characteristics, skills and styles a leader needs? This research is to explore operational leadership characteristics, skills and styles required during crisis with the intention of developing an enhanced perception of what effective leadership characteristics mean in facing precipitated types of crisis,

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and to identify and measure the factors of effective leadership and propose how it can be promoted.

This research aims to reveal a proposed research framework which presents key characteristics, skills and styles of charismatic leadership in times of crisis needed by leaders to face extreme events and show how such factors are important to better understand, respond to and resolve the crisis accurately.

Hopefully this paper will extend leadership theories and perceptions and enhance their understanding about the enhanced and efficient methods for confronting contemporary extreme events, which consequently turn into manageable crises.

One of the leaders' main characteristics is to restrain people's fear and alleviate the influence of a crisis at the early stages in its evolution is to prevent turning the crisis into routine crisis which will inevitably notably intensify leadership challenges.

II. LITERATURE REVIEW

Many research papers have been created on leadership, crisis planning, and crisis controlling, however, only a small amount of research is available on the characteristics, skills, and styles needed for charismatic leaders to reach the goals. However, leadership, in general, has been one of the highest reviewed fields in business and yet one of the most mystifying fields of study (Phills, 2005). Phills, raised a question: does leadership matter? He indicates that for leadership to be significant, the leader must be able to inspire the execution to meet common goals. This inspiration should be deliberate, planned, and logical instead of urgent and thoughtless (Dessler, 2001; Northouse, 2001).

Crisis Leadership is a multifaceted research subject and throughout most sectors there is confusion over which methods and ways are the most efficient.

Essentially, extreme events and crises do not denote the same connotation. A crisis denotes a wider notion of events such as natural disasters and social problems caused naturally or by humans (Farazmand, 2007), whereas emergencies have a restricted dimension and reasonably restricted meaning. For the purposes of this research, crisis will be stated from an extreme events viewpoint and the expressions crisis and extreme events will be utilized interchangeably.

McEntire and Dawson (2007), indicated that the purpose of emergency management is to create policy and to execute programs that will decrease damages, prevent threats to life and property, defend the environment, and develop and advance harmonization between relevant organizations during a crisis. Leadership is the inspiration process of a collection of individuals in order to accomplish common goals (Northouse, 2013; Yukl,

2011). Kellerman (2012) explore that while leaders and managers are roles, the main role of leadership is to make changes and developments, whereas the main role of management is to present order and stability to organizations (Northouse, 2013).

An extensive literature search indicated that there are many characteristics, skills, and styles of charismatic leadership. Some of them can play a higher key role in a leader's inspiration and achievement than others.

Different leaders observe a crisis from different perspectives. Most of them see the crisis from their own fields of knowledge. Leaders may be stuck on their private viewpoint and obliged by the prejudices of their regulation. Nevertheless, intellectual leaders can also observe outside the theories of their own regulation and comprehend as well as include the visions of other (Hanneman, 2006; Lester & Krejci, 2007; Yukl, 2006).

Yukl (2011), revealed that the efficiency of a leader's perceptions, skills, and characteristics may vary from one researcher to another, similar to the definitions of leadership. The principles chosen to assess leadership efficiency reveal a researcher's concept of leadership. However, many scholars assess leadership accomplishment in terms of the significances of influence on a single individual, or team work performance.

Deficiency to accurately lead the reaction and retrieval attempts to any type of crisis can influence consequences causing more fatalities, damages, and economic concerns (Waugh & Streib, 2006; Bitto, 2007; Howitt, 2004; Corbin, Vasconez, & Helman, 2007; Mitroff, 2004).

Responses to crisis frequently have political influences (Fisher, 2005; Martin, 2007). Hurricane Katrina is mentioned as a key instance of the incorrect mixing of crisis preparedness, leadership alterations, and political influences, which consequently led to insufficient decision-making and a weak, hesitating, and late reaction (Dixon, 2006; Cooper & Block, 2006; Lester, 2007).

Crises are still the top challenge and a big test to leaders and can immediately reveal a leader's concealed specialties, capabilities, and core faintness. The first time of crisis will show whether the leader is able to face the crisis, take the courageous steps necessitated to solve it, or admit accountability for the crisis, if he were indeed? What kind of styles, characteristics, and skills should a leader should have in order to give them the full power to face, surround, and solve the crisis (Boin & t'Hart 2003)?

2.1 Crisis Leadership Skills

As the world witnesses the changes and challenges in various fields: political, security and economic, which affect people and makes humanitarian life increasingly complex, it is extremely significant that leaders obtain and improve a set of skills that will assist them avoid and

successfully respond to a crisis (Garcia, 2006; Mitroff, 2005).

Klann (2003) affirmed that a leader's motivating skills are highly significant for the period of responding to and surrounding a crisis. However, Murgallis (2005) explored that team confidence is a key role during the process of facing a crisis. Klann indicated that leaders should focus on three key motivating skills through a crisis: communication, clarity of vision and values, and caring for others.

Choi (2006), stated that charismatic leadership has three main skills: perception, empathy, and empowerment. Many researchers claimed that charismatic leadership is a powerful type for inspiring followers. However, this charisma can have a destructive inspiration especially when leaders' purposes are manipulative, repressive, or self-glorifying (Northouse, 2001).

Weick and Sutcliffe (2001) underline five skills that leaders need to be conscious and aware of in managing surprising cases: "preoccupation with failure, reluctance to simplify interpretations, and sensitivity to operations" to anticipate and comprehend an unforeseen crisis.

Daniel Goleman, (2000) and Henry, (2003) declares that leaders with high ability and employability in emotional intelligence competencies such as motivation, empathy and enthusiasm accurately, were far more efficient leaders surrounding the content of a crisis. In the same context, Boin et al. (2005), indicated that it is from a leader's ability to motivate the public to gain their trust that they will survive this crisis.

2.2 Crisis Leadership styles

Shurbagi and Zahari (2012) clarify, each leader has their own manner, conduct and style, which are a consequence of the government's interior principles and allows them to build a style of management which is effective and can act as a standard of management for other present and future leaders.

Social relationships are necessary for the realization of crisis response and recovery (Walsh et al., 2005; Hanneman, 2006). However, the styles and attributes of leadership are key elements for crisis recovery (Boin & Hart, 2003; Avolio et al., 2003).

Patton (2007) indicates the essential styles that crisis managers needed to be fully capable: "Leadership and team building, networking and coordination, political, bureaucratic, and social context". Lester and Krejci (2007) validate the statement and explore further, concluding that it is highly essential to work within a team and participate in a mission and have a vision to facilitate achievements.

Leadership style has a significant impact on the level of success of any effort, particularly events necessitating a quick response (Lester & Krejci, 2007; Lester, 2007).

The main two types of leadership styles that are mostly described by various authors are transactional and transformational. Transformational leaders are pioneering in and are more involved in the characteristics of their followers (Tucker and Russell, 2004). Conversely; transactional leaders utilize influence and authorization to effect change. Transformational leaders inspire followers to produce novel and superior changes (Stone, Russell, & Patterson, 2004; Northouse, 2001).

Consistent Reardon (2005) states, leadership style is different from one to another due to individual favorite or traditional models, and may be due to the crisis conditions. Densten (2003) and Tucker & Russell (2004) indicated that transformational leadership arises when leaders aspire to enhance the consciousness of their followers by tempting to advance paradigms and principles.

Kemp (2004) indicated there are four phases of general leadership styles that are needed during a crisis, these include mitigation, preparedness, response, and recovery.

2.3 Crisis Leadership characteristics

Crisis leadership characteristics are typically significant in handling the operational, strategic, and human resource functions and outcomes when crises arise (Wang & Belardo, 2005). Wooten & James (2004) stated it is essential that leaders accept full responsibility for organizing a work environment that inspires a competency-based style to respond and resolve crises.

Flin (1996) listed the leader's characteristics for the crisis commanders. These characteristics comprised a readiness to accept a leadership responsibility, declamatory stability, stress resistance, and the most importantly decisiveness. Smallwood & Seemann (2003) explore additional characteristics, which may involve organized chance taking, poise, and consciousness. Molino (2006); Rosenthal (2003) and Wise & Nader (2002) stated that command without hesitation, full control and coordination, cooperation, and communications are the cornerstone to efficient leadership characteristics.

McEntire and Dawson (2007) underlines three significant types of crisis communication. Firstly, the relations before crisis, which are needed during crisis time. The second kind of communication is related to the partnering organizations, in which they must have normal and common types of communications. Finally, organizations must have the enthusiasm to cooperate with each other. The level of cooperative attempts rely on crisis severity (Kapucu and Van Wart 2006).

With the purpose of leaders to be efficacious in a crisis event, they must be capable of evaluating and familiarizing themselves with the state, be capable of re-establishing communications, be keen and brave to make decisions, and support arrangements between official

authorities and any other performers who are taking part in managing crises (Kapucu 2006).

Throughout the period of crisis, it is very significant that leaders be crucial and urgent in their decision-making plans, because such urgency in some crisis may save lives and billions of dollars.

Due to the demanding, stressful and fear crisis situations, society expects leaders to face and control the events with a lot wisdom, boldness and courage and lead people out of harm's way. Boin (2009) reviews different crisis management research routes. He start focusing on the requirements to identify and comprehend the political-leadership relationships engaged in extreme events, specifically, how can political leaders who are reacting to people's fear impact the decision-making of the those who are handling such events. Boin also focused on the flexibility of leaders and how they react to extreme events, they might fail due to the load and stress caused by the citizens or legislators. Boin also review the need to comprehend that these extreme events or crises require meditation and rationality. Extreme events are quite confusing and intricate therefore they require a reasoning type of thinking and understanding before starting critical decisions. Boin et al. (2005), asserted that leaders should have the full duty to make the final decisions and in order to address the needs of the public and make as many changes as possible.

McEntire and Dawson (2007), indicated that leaders must be aware of all areas and those that they will have a responsibility for in the steps of managing a crisis. These stages respectively include: preventative procedures, alleviation, decision-making by leadership and ultimately the preparation process to return to a normal situation. Boin et al. (2005), stated that leaders have accountability to pay attention to any possibility of containing the crisis and managing the preparation process to remove influences that could have been prevented.

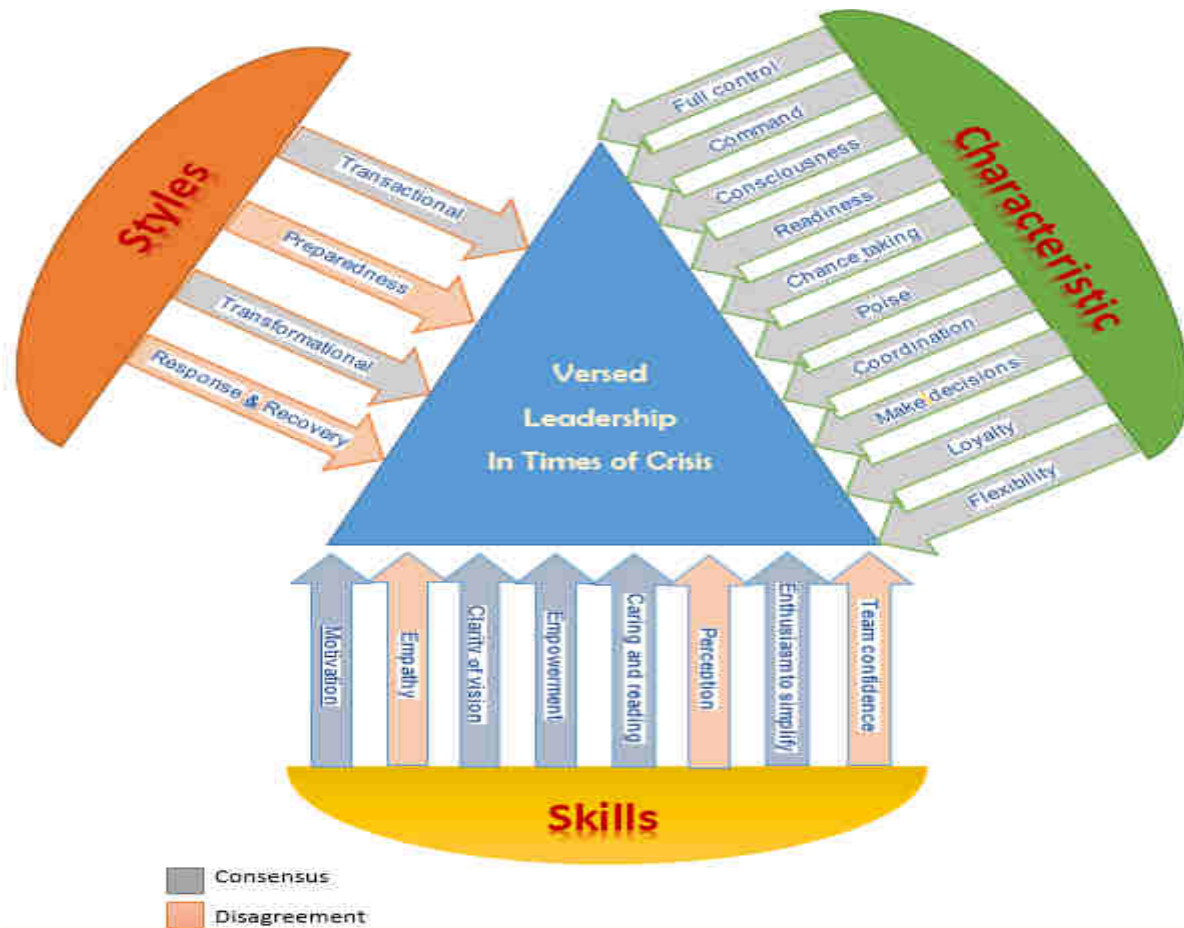
Peus et al. (2012) also explores that an individuals' fulfilment of supervisor and managerial obligations, and observing team efficiency were the consequences of authentic leaders. Leroy, Palanski & Simons (2012) realized that leaders with high loyalty are always connected with people's emotional obligations. Rego et al. (2012) also realized that loyal and reliable leaders can forecasts employees' innovation and group effectiveness. By observing these features, leaders may be encouraged to improve the consideration that controls the human element of a crisis, and be highly ready to restrict the crisis, retrieve control of the status, and guarantee a lesser extent of deterioration.

III. CONCEPTUAL RESEARCH MODEL

Figure 1 illustrates the conceptual research model, which proposed that by having four styles (Transactional,

Preparedness, Transformational and Response & Recovery), ten characteristics (Full control, Command without hesitation, Consciousness, Readiness to accept a leadership responsibility, Chance taking, Poise, Coordination, Cooperation and Communications, Keen and brave to make decisions, Loyalty and Flexibility) and

eight skills (Motivation, Empathy, Clarity of vision, Empowerment, Caring and reading other people feelings, Perception, Enthusiasm to simplify interpretation, and Team confidence), the leader will be enough versed to respond and recover crises.



IV. RESEARCH METHODS

Due to the nature of the current study and its hypothesis, the primary research method is a Delphi study, which is a sequence of questionnaires circulated to a preselected collection of experts in multiple iterations (Hsu & Sandford, 2007). The idea of a consensus process in the Delphi study is that specialized needs coincide. This is considered to be more accurate than a random individual prediction.

A questionnaire was designed to reflect opinions about the four styles, ten characteristics and eight skills, using a Likert scale (1- 5), with responses ranging from “strongly disagree” to “strongly agree”, and distributed to the group of leadership specialists to obtain and purify their opinions in the following rounds as they matched their

answers with the answers of other individuals of the group attached with organized comments.

In the first round, the questionnaire was distributed to thirty-eight scholars, and only seventeen returned the questionnaire in the first round thus being approved to contribute in this research. The reply rate for rounds 2 and 3 was comparatively high at 90% and 96%, respectively (see table 1). Contributors in these rounds showed their attentiveness and interest in this research.

Table 1: Number and Percentage of for Each Round

| Rounds | Questionnaire sent to | Questionnaire sent from | Percentage returned |
|---------|-----------------------|-------------------------|---------------------|
| Round 1 | 38 | 17 | 44% |
| Round 2 | 31 | 28 | 90% |
| Round 3 | 29 | 28 | 96% |

In each turn the contributors namelessly finalized and returned the questionnaire provided to be analyzed and organized. This procedure was repeated until coincidence was achieved (Skulmoski, Hartman, & Krahn, 2007). The coincidence for this research was specified as a minimum of 80% of all contributors ranking individual characteristics with a 3 or higher on a 4 point Likert-type scale and with the median at 3.25 or higher (Hsu & Sandford, 2007).

Using a Delphi study, this research presents a conceptual research model of charismatic leadership to clarify the most significant styles, characteristics and skills needed to lead throughout a crisis and conceivably assist upcoming research on this area.

V. RESULTS

The response of the distributed questionnaire during the first sequence of the Delphi study approved four styles,

eight characteristics and six skills of the proposed framework by the leadership specialist contributors. However, in the second and third rounds, Delphi study was concluded when the contributors identified and came to a consensus on two styles, ten characteristics and five skills using the 4-point Likert scale.

Table 2 briefs the reader on the results of the Descriptive and Regression analysis. The score of regression in the ANOVA and the Mean (higher than 4.6) exposed that the proposed framework is significant ($p < 0.09$). The results also indicate that the scholars were nearing a consensus on Transactional and Transformational styles and reject preparedness, and response and recovery using a 5-point Likert scale.

The two scholar-eliminated styles were because they believe they are redundant, and their effects are already implemented with Transactional and Transformational styles.

Table 2: Round three responses for Leadership styles.

| <i>Transactional</i> | | <i>Preparedness</i> | | <i>Transformational</i> | | <i>Response & Recovery</i> | |
|--------------------------------|-------|-------------------------|------|-------------------------|------|--------------------------------|------|
| Mean | 4.67 | Mean | 1.17 | Mean | 4.60 | Mean | 1.21 |
| Median | 5 | Median | 1 | Median | 5 | Median | 1 |
| Standard Deviation | 0.47 | Standard Deviation | 0.39 | Standard Deviation | 0.49 | Standard Deviation | 0.41 |
| Count | 28 | Count | 28 | Count | 28 | Count | 28 |
| Confidence Level(95.0%) | 0.184 | Confidence Level(95.0%) | 0.15 | Confidence Level(95.0%) | 0.19 | Confidence Level(95.0%) | 0.16 |
| P-value | | | | | | | |
| 0.09872 | | | | | | | |

Table 3(a): Round three responses for Leadership characteristics

| <i>Full control</i> | | <i>Command without hesitation</i> | | <i>Consciousness</i> | | <i>Readiness to accept a leadership responsibility</i> | | <i>Chance taking</i> | |
|--------------------------------|------|-----------------------------------|-------|-------------------------|------|--|-------|-------------------------|------|
| Mean | 4.64 | Mean | 4.57 | Mean | 4.75 | Mean | 4.60 | Mean | 4.5 |
| Median | 5 | Median | 5 | Median | 5 | Median | 5 | Median | 4.5 |
| Standard Deviation | 0.48 | Standard Deviation | 0.575 | Standard Deviation | 0.44 | Standard Deviation | 0.497 | Standard Deviation | 0.51 |
| Count | 28 | Count | 28 | Count | 28 | Count | 28 | Count | 28 |
| Confidence Level(95.0%) | 0.18 | Confidence Level(95.0%) | 0.22 | Confidence Level(95.0%) | 0.17 | Confidence Level(95.0%) | 0.19 | Confidence Level(95.0%) | 0.14 |
| P-value 0.05 | | | | | | | | | |

Table 3-b: Round three responses for Leadership characteristics

| <i>Poise</i> | | <i>Coordination, Cooperation, and Communications</i> | | <i>Keen and brave to make decisions</i> | | <i>Loyalty</i> | | <i>Flexibility</i> | |
|--------------------------------|------|--|------|---|------|-------------------------|------|-------------------------|------|
| Mean | 4.46 | Mean | 4.42 | Mean | 4.60 | Mean | 4.5 | Mean | 4.64 |
| Median | 5 | Median | 4 | Median | 5 | Median | 4.5 | Median | 5 |
| Standard Deviation | 0.63 | Standard Deviation | 0.50 | Standard Deviation | 0.49 | Standard Deviation | 0.50 | Standard Deviation | 0.55 |
| Count | 28 | Count | 28 | Count | 28 | Count | 28 | Count | 28 |
| Confidence Level(95.0%) | 0.24 | Confidence Level(95.0%) | 0.19 | Confidence Level(95.0%) | 0.19 | Confidence Level(95.0%) | 0.19 | Confidence Level(95.0%) | 0.21 |
| P-value 0.05 | | | | | | | | | |

Tables 4(a) and Table 4(b) shows the results of final round responses for leadership skills. The score of regression in the ANOVA and the Mean (higher than 4.5) clearly indicate that scholars was moved closer to consensus on five proposed skills (Motivation, Clarity of vision, Empowerment, Caring and reading other people feelings and Enthusiasm to simplify interpretation) and

rejected Empathy, Perception and Team confidence. The scholar interpretation for these selections is that Empathy has a similar meaning of caring and reading other people feelings, perception contain the same meaning of clarity of vision and team confidence can be considered as leadership characteristic.

Table 4(a): Round three responses for Leadership Skills

| <i>Motivation</i> | | <i>Empathy</i> | | <i>Clarity of vision</i> | | <i>Empowerment</i> | |
|--------------------------------|------|-------------------------|------|--------------------------|------|-------------------------|------|
| Mean | 4.46 | Mean | 1.25 | Mean | 4.78 | Mean | 4.78 |
| Median | 4 | Median | 1 | Median | 5 | Median | 5 |
| Standard Deviation | 0.50 | Standard Deviation | 0.51 | Standard Deviation | 0.41 | Standard Deviation | 0.41 |
| Count | 28 | Count | 28 | Count | 28 | Count | 28 |
| Confidence Level(95.0%) | 0.19 | Confidence Level(95.0%) | 0.20 | Confidence Level(95.0%) | 0.16 | Confidence Level(95.0%) | 0.16 |
| P-value 0.05 | | | | | | | |

Table 4(b): Round three responses for Leadership Skills

| <i>Caring and reading other people feelings</i> | | <i>Perception</i> | | <i>Enthusiasm to simplify interpretation</i> | | <i>Team confidence</i> | |
|---|------|-------------------------|------|--|------|-------------------------|------|
| Mean | 4.35 | Mean | 1.07 | Mean | 4.64 | Mean | 1.21 |
| Median | 4 | Median | 1 | Median | 5 | Median | 1 |
| Standard Deviation | 0.48 | Standard Deviation | 0.26 | Standard Deviation | 0.48 | Standard Deviation | 0.41 |
| Count | 28 | Count | 28 | Count | 28 | Count | 28 |
| Confidence Level(95.0%) | 0.18 | Confidence Level(95.0%) | 0.10 | Confidence Level(95.0%) | 0.18 | Confidence Level(95.0%) | 0.16 |
| P-value 0.05 | | | | | | | |

VI. CONCLUSION

In several countries, there are varieties of natural deposits such oil, water, gold, and valuable stones, among others. However, in the heart of such gifts, we can see intentional or unintentional mishandling, egocentricity and unbelievable ways of perversion. The leader therefore offers a leadership approach and an arrangement for a particular domain of human effort, culture and or government, thus the presence and certainty of leadership is due to exist and away from all other objections, crisis management is a leadership concern.

The essential necessity to the role of leadership in ensuring the success of a development process is determined from the viewpoint of strategic planning, resource organisation and wise political decisions.

Conversely, the tension and misperceptions that synchronize with a crisis are an extreme concern for leaders. And, obviously, leaders should start by themselves. Leaders should monitor, control and guide with their own reactions. Essentially, and for specific kind of leaders, this may be the highest defy whatsoever.

This research has taken a significance step to better clarify the notion of charismatic leadership in times of crises. The main purpose of achieving this research was not to extend the number of leader's characteristics, styles or skills, as the literature defines a huge list of such features, however, this study was to review the literature and classify specific styles, characteristics and skills that are needed by the leaders to be able to face and manage crises .

The Delphi technique was the best method to identify key styles, characteristics and skills of crisis leadership because it can generate a knowledgeable consensus, which is more suitable to research types of topics. During this research, a number of scholars in crisis leadership were chosen, throughout considering their publication record and experiences in teaching leadership, to agree on (through three rounds of Delphi study) the proposed framework. At the end of third round of Delphi study, all characteristics of charismatic leadership that were proposed were agreed upon by the scholars. These characteristics are: Full control, command without hesitation, consciousness, readiness to accept a leadership responsibility, chance taking, poise, coordination, cooperation, and communications, keen and brave to make decisions, Loyalty, flexibility. Whilst, only two out of four suggested styles of crisis leadership was agreed on by scholars: Transactional and Transformational. And finally, five out of eight skills of crisis leadership were determined unanimously by 96% of the total experts during the third round of the Delphi technique. The Delphi study results showed that the proposed comprehensive charismatic leadership is a highly

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significant framework and very good in predicting successful preparedness for any potential risks.

All the agreed on key elements of charismatic leadership will be the true criterion to determine whether the leader has the necessary qualifications for leadership in the face of crises. Boin et al. (2005), asserted that it is vital that the leader assess the critical situation and determine the lessons that can be absorbed from either the failures or the successes of the whole reaction attempts.

Learning from similar successful experiences of a number of leaders in a crisis who lived a similar experience, or even in the most problematic and challenging conditions and came out with positive results may help the country enhance the process of preparation for and response in times of crisis confidently.

The process of comprehending the key elements of charismatic leadership before or even during a crisis may provide a clear vision to the situation; more than any set of crisis strategies. This also clarifies why some states responded, endured and successfully recovered from crises safer than others. Although planning is vital, the identification of key elements of crisis leadership, specifically before or direct aftereffect, may lead to the collapse of nations, economically, politically, and even security.

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