

CRISIS LEADERSHIP: SOME NOTES AND CASES

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Definitions

- “inherently abnormal, unstable and complex situation that represents a threat to the strategic objectives, reputation, or existence of an organization: (PAS200:2011)
- “Does not recognize or respect national borders; it thrives on fragmentation and variety... it does not confine itself to a particular policy area; it jumps from one field to another; unearthing issues and recombining them mega threats... it is an embedded vulnerability that emerges, fades, mutates, and strike again. “ (Dayton, 2004:166)

What is a Crisis?

- An abnormal, disruptive situation which could lead to disaster
- A time of acute difficulty or danger, sudden, unexpected, uncontrollable.
- A decisive moment, a turning point, and the outcome is uncertain.
- Sudden or smoldering crises
- Evolve uniquely, requires creative solutions
- The risk or threat embedded in a crisis is often new or a one-off concoction of familiar elements, compounded by speed.
- Develops in unpredictable manner
- Natural or industrial crises;

A high-contrast, black and white photograph showing a person's hands pulling at their hair. The person's face is partially visible, looking down, with their hands clutching their hair in a gesture of distress or self-harm. The lighting is dramatic, highlighting the texture of the hair and the skin. The overall mood is one of intense emotional suffering.

TRAUMATIC, REAL PAIN & SUFFERING

An aerial photograph capturing the devastating impact of a tsunami. A colossal, dark, and turbulent wall of water is crashing over a coastal area. In the foreground, a paved road with white lane markings runs parallel to the shore, separated by a low metal guardrail. Two white cars are shown being swept away by the massive surge. A tall utility pole with multiple cross-arms stands near the road. In the background, several buildings are partially submerged, and a few boats are visible in the churning water. The overall scene conveys the immense scale and destructive power of the natural disaster.

NATURAL DISASTER



CLIMATE CHANGE

A close-up, high-angle shot of a shark's head as it breaks the surface of the water. The shark's mouth is wide open, revealing two rows of sharp, white, triangular teeth. The interior of the mouth is a deep red color. The shark's skin is a mottled grey and white. The water around the shark is dark and turbulent, with white foam and bubbles visible. The word "DANGEROUS" is superimposed in the center of the image in a bold, black, sans-serif font.

DANGEROUS

UNEXPECTED





UNEXPECTED

Common reactions to crisis

- 4Fs
 - Fight
 - Flight
 - Freeze
 - Faint
- Denial – organizations deny they are vulnerable to crisis
- Attitude – we can always handle the big things, we are doing the right things

Characteristics of Crisis

- time constraints
- ambiguity
- remarkably unusual circumstances
- limited or conflicting information
- stakeholders' involvement
- immediate and decisive action.
- Signs are subtle, hard to detect, not communicated

9 / 11 ATTACK



Types of crisis

- Economic
- Physical
- Human resources
- Reputational
- Psychological
- Natural disaster



Crisis Leadership

- Ability to lead under pressure
- Unique, different set of leadership abilities
- Extraordinary capabilities
- Building trust within the organization
- Firm's key external stakeholders considered
- Use principles and processes:
 - prepare their organizations for difficult times
 - contain crises when they occur
 - leverage crisis situations as a means for creating organizational change and innovation

US Automobile Industry

- Leadership is also about creating possibilities so organizations can blossom in ways that might not have been predicted or possible in the absence of the pressures that crises evoke.



Crisis Leadership

A frame of mind accompanied by a key set of behaviors.

- openness to new experiences
- willingness to learn and take risks
- an assumption that all things are possible
- a belief that even in times of crisis, people and organizations can emerge better off after the crisis than before.
- the capability to lead under extreme pressure

Crisis Leadership

- Because of the increasing chaos, change from authoritarian leadership through teamwork and participative management mentality
- transformed traditional crisis leaders to a leader model that makes scenario analysis
- co-ordinate with a team by gathering lots of different point of view to create optimum solution.
- optimal and timely assessment process of adverse condition's effects

Crisis Leadership Mindset

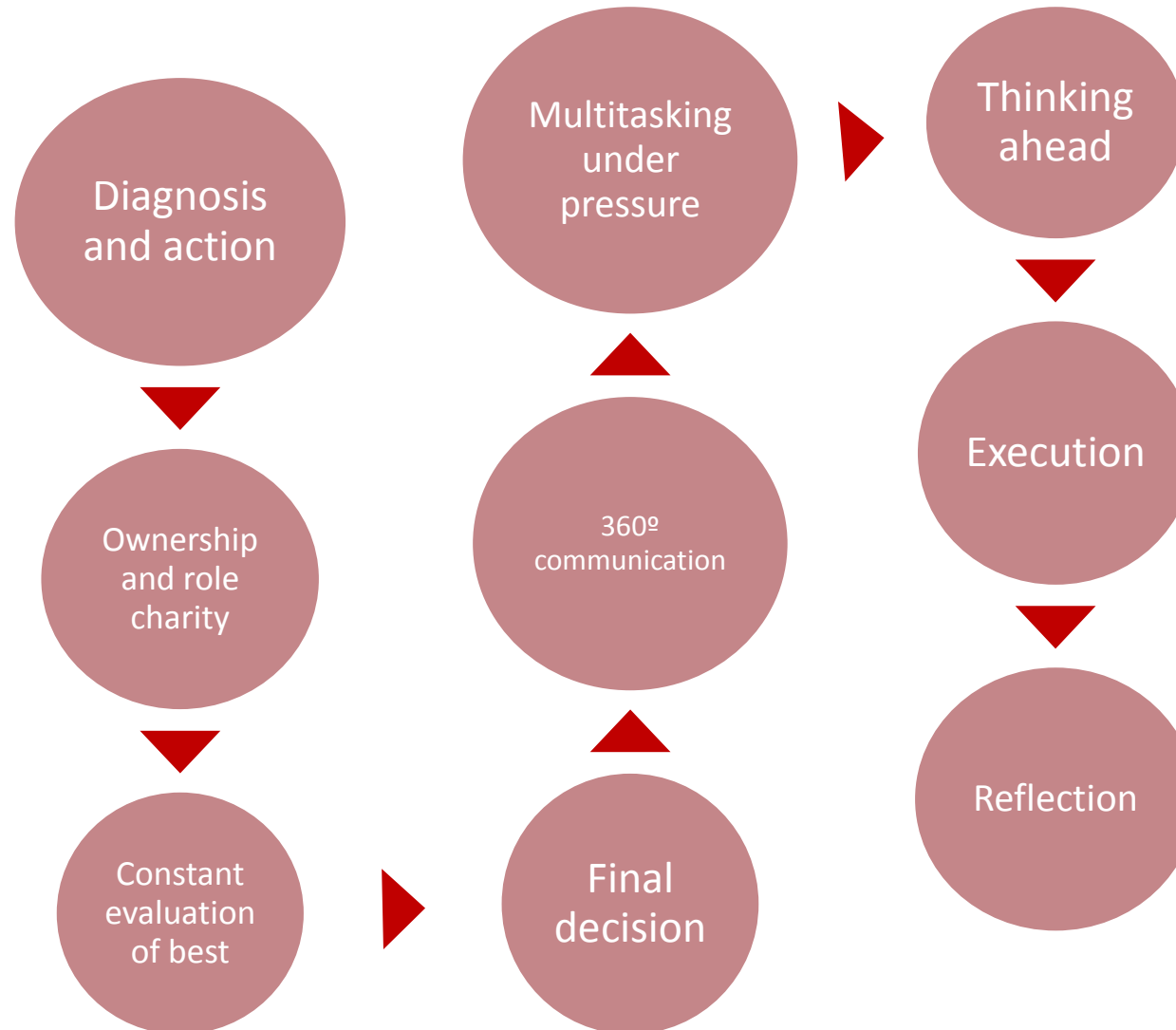
- A propensity to reflect, learn and adapt
- Learning from the crisis situation and its aftermath.
- Scanning and seeing possibilities -- the ability to strategically scan the environment for knowledge and act upon it
- Make quick and ethical decisions to establish trust among his/her stakeholders.
- Knowledge plus trust of stakeholders



Tsunami in Japan

CRISIS LEADERSHIP: SOME NOTES AND CASES

Crisis Leadership Process



Why Crisis Leadership Matters

- Crises are inevitable.
- Leaders of organizations and nations during crisis can make a difference
- In its absence, the stakeholders who are adversely affected by the crisis cannot truly recover
- Creates the potential for a company and its stakeholders to be better off following the crisis
- Handling of a crisis can lead to more damage
- Involves much more than good communications and public relations.
- Rhetoric and positive spin alone will not resolve a crisis.
- Learning from crisis is the best hope we have of preventing repeat occurrences.

Crisis Management good practices...

- **Intellectual requirements** – ability to analyze situations, develop strategy, and make decision
- **Organizational requirements** – structures and processes to translate decisions to actions
- **Cultural requirements** – staff willingness to share and support top managers intentions
- **Logistics requirements** – applying the right resources in the right place, at the right time

Crisis Decision Making

- Usually very challenging.
- Time is of the essence, information is fragmented and incomplete (creating a distorted picture),
- If the situation is also an emergency, the immediate goal is survival.
- Decisions must be made in a crisis, even if they are the wrong decisions.

Crisis Decision Making (cont.)

- There is seldom a right answer, or at least an obvious right answer, in a crisis.
- More typically, there is a hard right and an easy wrong.
- Intense shock and pressure emotionally and physiologically
 - Surge of adrenalin,
 - Spiking pulse,
 - Soaring blood pressure,
 - Anxiety,
 - Panic

A man with a beard and long hair is sitting and reading an open book. He is wearing a dark blue long-sleeved shirt. A projection of a starry night sky, similar to a Starry Night lamp, is cast onto his chest and the pages of the book. The background is a blurred indoor setting with a brown sofa and a framed picture on the wall.

CASE STUDIES

A movie poster for the film 'Sully: Miracle on the Hudson'. On the right side, there is a portrait of Captain Chesley Sullenberger, an older man with white hair, wearing a dark suit, white shirt, and a purple tie with white polka dots. He is smiling slightly. The background of the poster is a scene from the movie: a large white commercial airplane is floating in the water, with its emergency slides deployed. A large group of people, presumably the passengers and crew, are standing on the slides and in the water. In the distance, the New York City skyline is visible across the water. The sky is overcast and grey.

—SULLY—
MIRACLE ON THE HUDSON

Captain Chesley Sully Sullenberger





Flight 1549 Hudson River Plane Crash “Miracle of Hudson”





US Airways Flight 1549 being towed

US Airways Flight 1549

- January 15 2009
- Took off from New York City's LaGuardia Airport
- Struck a flock of Canadian geese just northeast of the George Washington Bridge
- lost all engine power
- Unable to reach any airport, pilots Chesley Sullenberger and Jeffrey Skiles glided the plane to a ditching in the Hudson River off Midtown Manhattan ¹
- All 155 people aboard were rescued by nearby boats, and there were few serious injuries.
- known as the "**Miracle on the Hudson**"
- National Transportation Safety Board official described it as "the most successful ditching in aviation history". ^[6]

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- <https://www.youtube.com/watch?v=fJ5ZLdJDBrg>



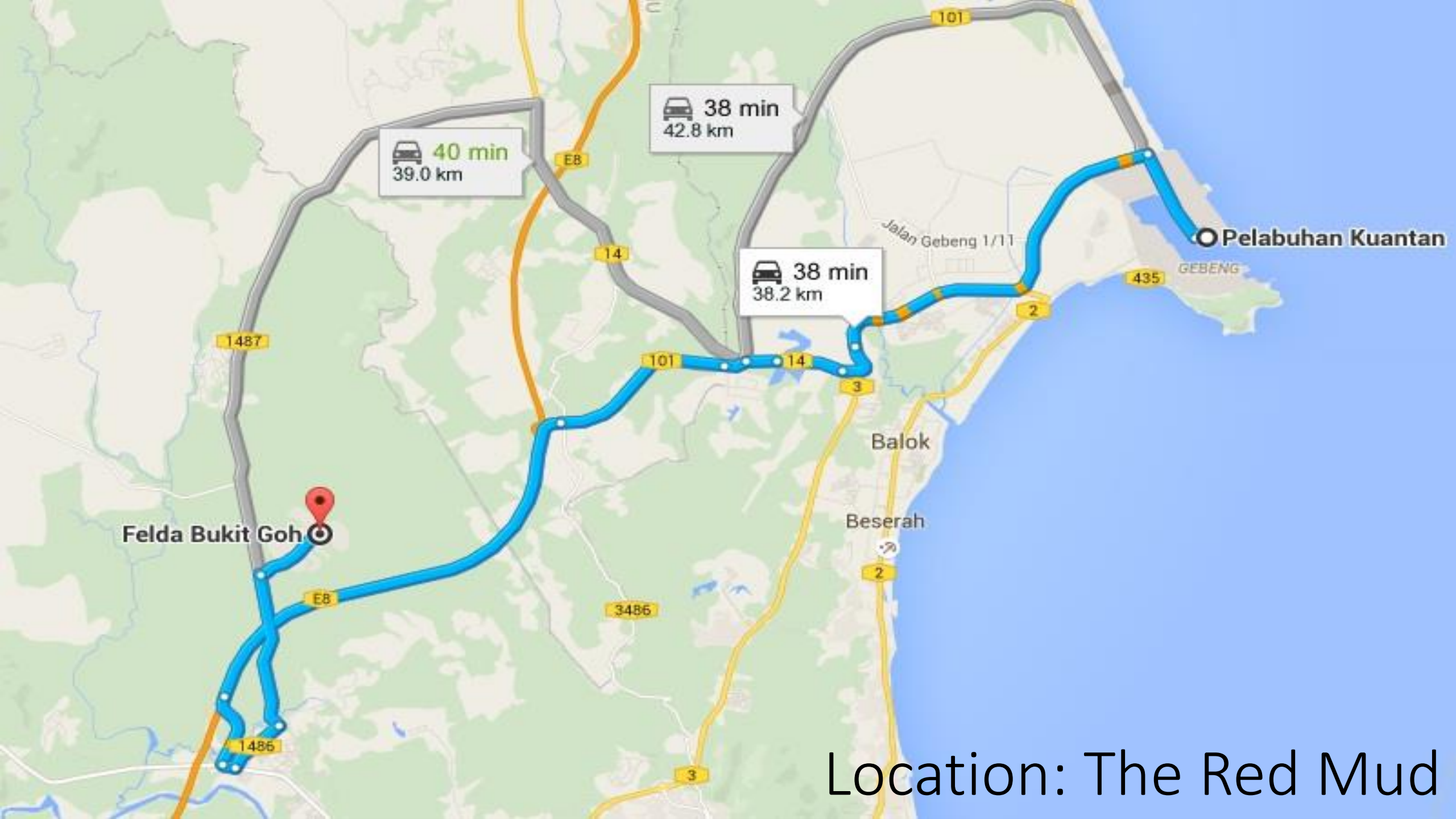
Kuantan Mars: The Red Mud Dilemma

CRISIS LEADERSHIP: SOME NOTES AND CASES

Case Study 2: Kuantan Mars - Chronology

Date	Event(s)
14 February 2015	Pahang State government to stop iron ore and bauxite mining activities if there was no solution to the complaints about pollution from residents and road users around Kuantan Port
22 July 2015	FELDA stopped all bauxite mining application and activities in Bukit Goh, Pahang.
30 December 2015	The sea off Pantai Batu Hitam was a bright red after a downpour
8 January 2016	Call on the Federal and Pahang governments to come up with a holistic solution to the bauxite mining issue in the state

Date	Event(s)
12 January 2016	Pahang police created nine 24-hour inspection centers for lorries carrying bauxite to ensure public safety
15 January 2016	The three-month moratorium on all bauxite mining activities in Pahang was announced
22 January 2016	Four individuals held in the bauxite graft probe
23 January 2016	Approved Permit (AP) given for bauxite export to clear stockpile
27 January 2016	60 per cent affected areas with bauxite cleaned
16 February 2016	Group educate settlers on protection from bauxite pollution



Location: The Red Mud







The Bauxite Mining

Source: <http://www.therakyatpost.com/news/2016/01/04/human-blockade-planned-over-kuantan-bauxite-mining/>



The Kuantan Port

Source: <http://www.thestar.com.my/news/nation/2016/01/22/wan-junaidi-government-issuing-aps-to-clear-bauxite-stockpiles/>



Bauxite Mining in Kuantan







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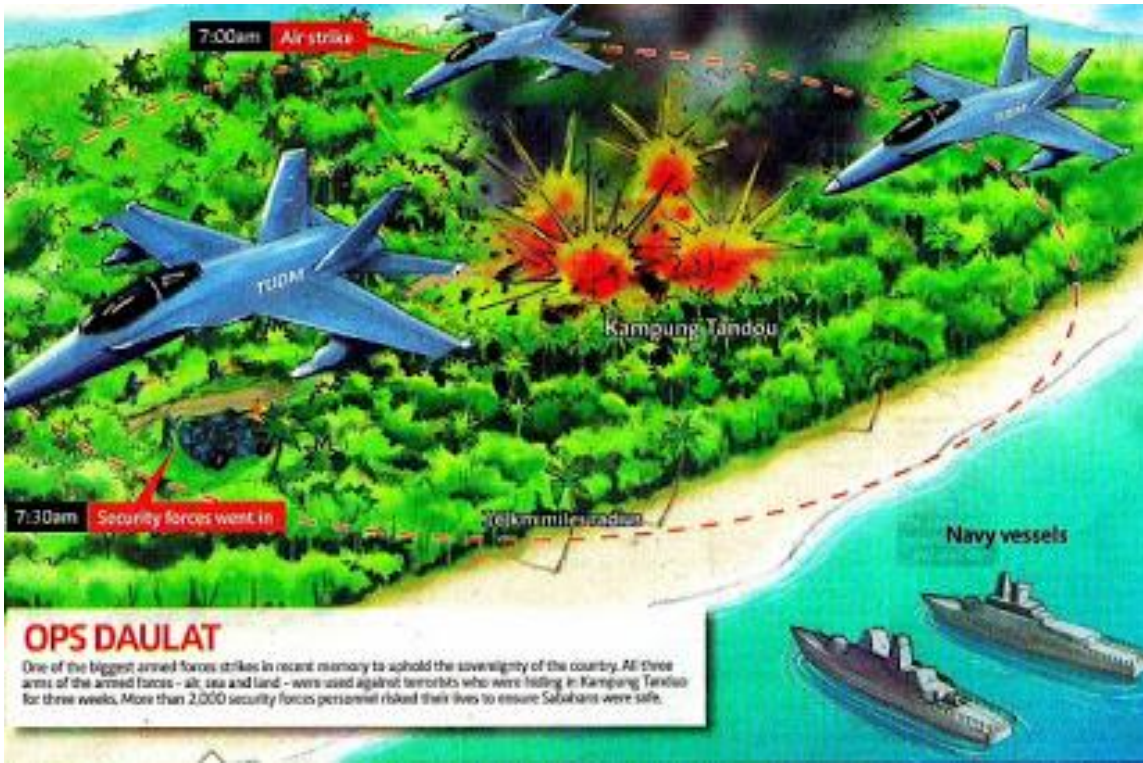
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- <https://www.nst.com.my/news/2016/01/120276/kuantan-facing-severe-danger>
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Lahad Datu Standoff







Clashes with Sulu armed intruders

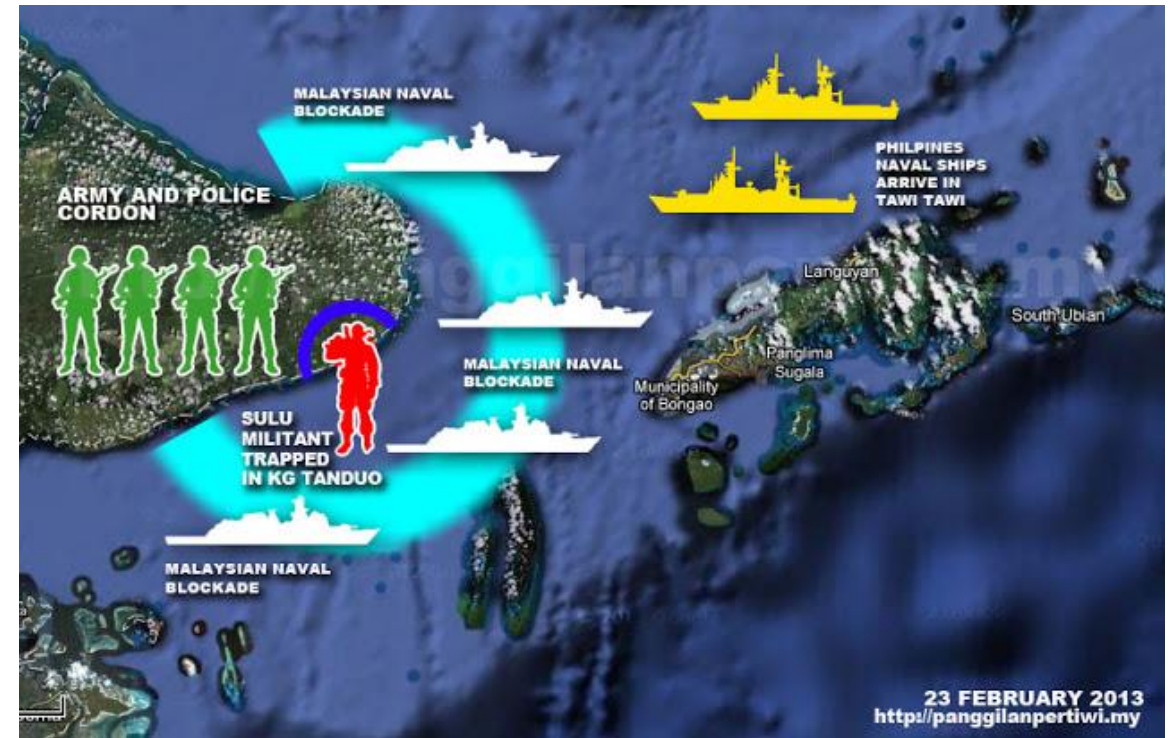
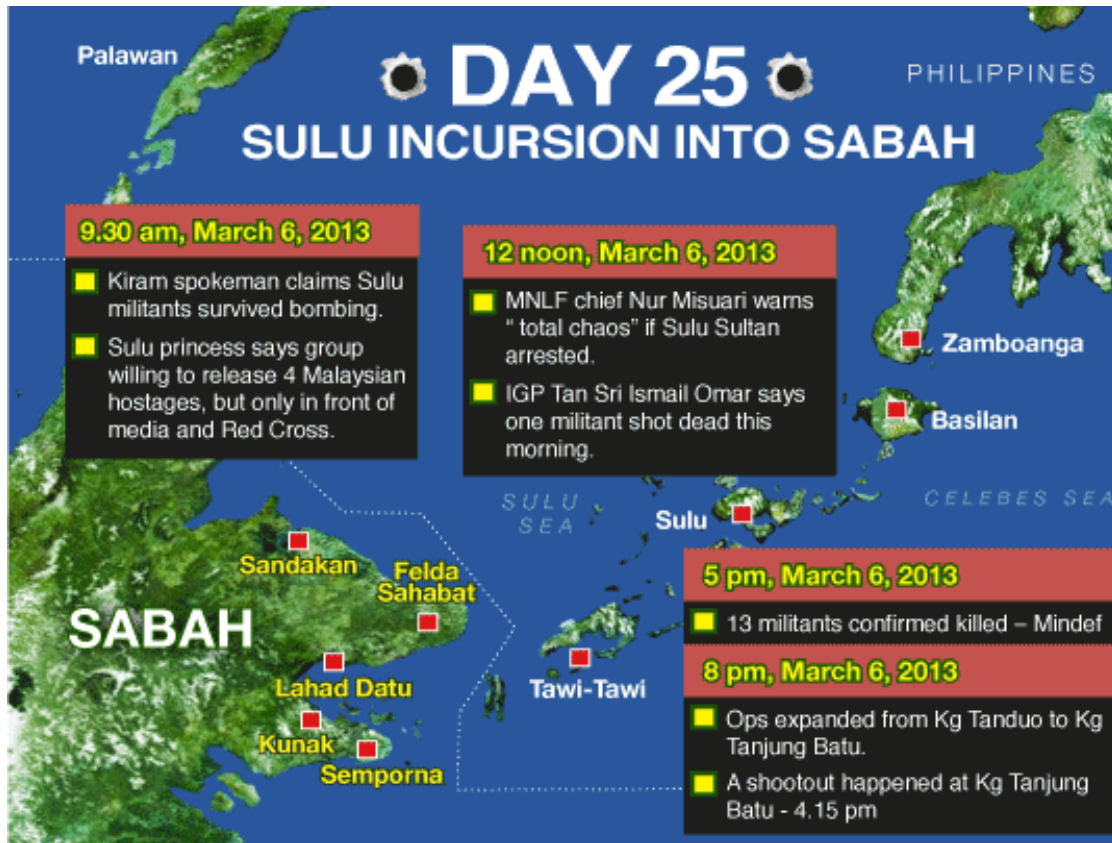
Distance from Lahad Datu



Kg. Tanduo	120km
Semporna	155km
Kunak	60km



Area of clashes



Ops Daulat – Striking at terror

OPS DAULAT

Sandakan

LAHAD DATU

March 7
PM visits Lahad Datu. Government rejects ceasefire call by Sulu Sultan.

March 8
Sabah police commissioner says security forces have detained 79 people believed to be involved in the intrusion by the militant group. They were arrested around Sabah including in Kampung Tanduo, Lahad Datu and Semporna.

Lahad Datu

Kunak

Semporna

Tawau

FELDA SAHABAT

Tanjung Labian

Tanjung Batu

Kampung Tanduo

DAY 5: ARMED INTRUDERS
Killed: 53
Detained: 79

GROUND ZERO KAMPUNG TANDUO

March 5
Ops Daulat begins at 7am. RMAF fighter jets comprising three F15D Hornets and five Hawks drop bombs at the location where the Sulu terrorists have been holed up in Kampung Tanduo for the last three weeks. This is followed by a mortar barrage. The army's armoured personnel carriers then lead ground troops, which include the army and the police, in to flush out the terrorists. The security forces encounter strong resistance from the intruders. No bodies are found. Meanwhile, the RMN, MMME and MOF ships and boats patrol Sabah's east coast to prevent the terrorists from fleeing by sea.

March 6
Mopping up and search operations continue. One gunman dies during a shoot-out with security forces. Police recover 12 bodies of Sulu gunmen in two shallow graves. Police forensics team shot at. No casualties reported among security forces.

March 7
One terrorist killed in 6.45am clash with security forces.

March 8
Operation to flush out the militants continues. No gunfight reported.

TANJUNG BATU

March 6
Mopping up operations begin at 3pm. Security forces and terrorists exchange gunfire in three locations. Enemy casualties unknown.

March 7
Mopping up and search continues. Clashes in the morning kill 31 gunmen including a militant leader with the rank of general. No casualties among Malaysian security forces.

March 9
Security forces shoot dead one Sulu militant at 8am as he attempts to sneak past the security cordon.

Ops Daulat—Malaysian Armed Forces and Royal Malaysian Police launch a joint operation to dislodge Sulu terrorists from Kampung Tanduo

Situation inside the evacuation centre





Villagers return home on foot

Heartbreaking views of destroyed houses and property Villagers seek their livelihood at sea





Confidence restored—Schools reopened while closely monitored by security forces

Confidence
restored—10
districts under the
Eastern Sabah
Safety Zone



CRISIS LEADERSHIP: SOME NOTES AND CASES

Case Study 3: Lahad Datu Standoff- Chronology

9th February 2013

- An armed group from Southern Philippines enter Malaysian waters in a boat and begins to gather in stages at Felda Sahabat 17, Kampung Tanduo in Lahad Datu

11th February 2013

- A gang from the group is discovered by a group of local fishermen at night. The fishermen lodge a police report that 100 armed men in army fatigues are putting up in Kampung Tandou.

CRISIS LEADERSHIP: SOME NOTES AND CASES

Case Study 3: Lahad Datu Standoff- Chronology

12th February 2013

- The group breaks into smaller groups to enter several locations in the village, namely Sungai Bakau village, village surau and the house of one Ahmad Malandi, also known as Mad Bon.

14th February 2013

- Prime Minister Najib Razak says the Malaysian government will try its best, including negotiations, to handle the issue of intrusion before ousting them from the area. Inspector-general of police Ismail Omar says the police identify the group of Filipinos who landed on the shore of Lahad Datu as being linked to the 'Sulu Sultanate' from southern Philippines.

CRISIS LEADERSHIP: SOME NOTES AND CASES

Case Study 3: Lahad Datu Standoff- Chronology

16th February 2013

- Home Minister Hishammuddin Hussein confirms the group is not a militant or terrorist group. They are strong supporters of the Sulu Sultanate and stresses the situation in Kampung Tanduo is under control

18th February 2013

- Hishammuddin says the governments of Malaysia and Philippines are working closely to resolve the conflict, through diplomacy and without bloodshed.

24th February 2013

- The Philippine government sends a boat under humanitarian mission to ferry the 180 armed personnel, including 30 armed guards, holding up in Lahad Datu, Sabah since Feb 12

CRISIS LEADERSHIP: SOME NOTES AND CASES

Case Study 3: Lahad Datu Standoff- Chronology

28th February 2013

- The Malaysian government is urged to negotiate directly with Sultan Jamalul Kiram III in Manila to end the conflict of seizing the area in Lahad Datu, Sabah which has prolonged for more than three weeks. The call is made by Jamalul's youngest brother, Agbimuddin Kiram, who stresses that only his brother can order the 180 Royal Army personnel to leave Felda Sahabat 17, Lahad Datu.

1st March 2013

- a shootout breaks out between security forces and a small group of intruders when they try to break a police blockade in Kampung Tanduo, resulting in two police commandos dead and three others injured.
- All 12 members of the small group of intruders are killed



KLIA System Disruption

NEW STRAITS TIMES



KLIA System Glitch



4 hours check-in time

NEW STRAITS TIMES

605 - G10
H 388 - C2
H 2664 - A6
H 2612 841 - B4
H 758 - G4
H 723 - G8
H 38 - C7
MH 613 - C3
MH 860 - G6
MH 199 - H6
MH 2505 - B10
MH 2594 - A7
MH 115 - G4
MH 2633 - A7
MH 752 - G4
MH 2606 - B5
MH 182 - H10
MH 1138 - A5
MH 750 - H10
MH 782 - C3
MH 102 (DAC) - G8 (1430)
MH 851 - H2
MH 864 - H6
MH 730 - H6
MH 7206 - C36
MH 366 - C22
MH 715 - C16
MH 376 - C35
MH 791 - G1
MH 851 - H2
MH 721 - C16
MH 8670 - H2
MH 2640 - A6
MH 717 - G4
MH 853 - H4
MH 762 - H2
MH 1051 - A6
MH 2614 - A11
MH 627 (SIN) - H6
MH 1140 - A2
MH 2710 - B2
MH 704 - G6
MH 794 - H2
MH 432 - H6
MH 623 - G8
MH 619 - G8
MI 324/323 - C13
MI 328/327 - C13
CZ 366 - C21
CZ 349/350 - C21
JT 280/281 - C21
8L 839/840 - C14
JT 282/283 - C14
W 583 - C27
QR 848/849 - C27
TG 415/416 - C26
UL 0315 - C15
EY 418/411 - C24
NH 885/886 - C2
PG 952 - C31
VJ 825/826 - C31
GA 820/821 - C3
EK 344/345 - C3
KA 730 - C32
KA 728 - C32
G9 921/922 - C5
BR 217/218 - C34
PR 526 - C13
SV 841 - C1
CI 722 - C35



MH360 C12	MH88-C2	OD231-G8	MH198-G2
MH790 H4	MH002-C4		VN 680-
MH727 G4	MH 627 G6		C23
KL 810 C26	OD162-G8	MH 2710 B8	MH192-G4
MH0190 C22		MH 179-H4	MH135-C36
MH 376 C4		TG418 C26	OD318-G10
OD182-G6		JL724-C35	SQ119-C2
SQ119-C2		MH 782 C2	WY824-C1
MH66-H2		MH 114 H2	MH149-G6
MH785 H2		MH432 C1	MH52-C3
OD171 G2		OD9112/ID6018-C31	MH180-H8
OD 316 G6		CZ 3048 C23	OD805-G8
OD215-G8		OD318-G10	QR849-C36
MH740 H10		OD 571 H6	
MH131-C15		BI874-C11	MH867-H8
MH766 H8		EK347-C37	MH139-C14
MH607 H6		MH 873 H4	MH179-H4
MI 321 C13		KA 734 C3	
MH127 C25		MH 758 H4	OD182-G6
OD 632 H2		MH 619 H10	MH386-C30
MH 704 G4		MH 608 H4	MH123-C1
JT 289 C06		MH 853 H2	EY411-C15
MH721 C16		OD 511 C6	OD173-C6
MH 864 H6		MH 774 G4	MH0079-H6
MH762 H10		MH 725 H4	MH1338-B7
OD131-H8		OD 522 G10	OD290-G8
OD 550 G1		MH 113 H12	OD155-G16
MI 341-C13			MH 532-H2
OD 741-H12			



The Malaysian Airport Haywire

Chronological Event:

21 August 2019

- KLIA/KLIA 2 reported total system failure affecting multiple systems in the airport. Failure at the network equipment.

22 August 2019

- MAHB informed that the situation will be resolved by 23 August 2019

23 August 2019

- MAHB explained that they are in the midst of stabilizing their system. Deployed additional buses to ferry the passengers to their terminals

CRISIS LEADERSHIP: SOME NOTES AND CASES

Case Study 4: KLIA System Disruption - Chronology

24 August 2019

- passenger flow has been reported smooth with intermittent disruptions.

25 August 2019

- KLIA/KLIA2 Operations has been restored to normal

26 August 2019

- Ministry of Transport announces a panel to investigate the system failure of TAMS (Total Airport Management System).
- MAHB saying that they are not dismissing the possibility of malicious intent causing the incident.
- Airport passengers stating its not a full-service recovery, the information system was still down. KLIA / KLIA2 were operating at partial system availability.

CRISIS LEADERSHIP: SOME NOTES AND CASES

Case Study 4: KLIA System Disruption - Chronology

- 27 August 2019
 - Airlines seeking compensation from MAHB due to airport system down.
 - MAHB lodges police report over possible malicious intent being cause of downtime.
- 28 August 2019
 - Prime Minister orders probe to the airport downtime incident.
- 29 August 2019
 - PDRM said to be probing 4 in relation to airport system failure



bAd
@badrul_aminnn

Harini bangun2 baca paper, nak marah ada, nak gelap pon ada. Spa la iv ni. Aku subcon kt klia. Aku tau ap yg berlaku. Tkde cyberattacks berlaku pon. Mmg core switch tu dah kaput mcm hram. 17 thun tkpernah tkar and 24/7 running dgn full load kt switch tu. Tkyah nk acan tau dik

[Translate Tweet](#)



Helmi @MHelmi_M · 21h
Replying to @badrul_aminnn

Sabar saudara.
Biarkan mereka dengan teori konspirasi depa.

Nak tanya, sebab saya bukan background IT:

1. Core switch tu tiada back-up?
2. Kenapa tak ditukar lebih awal?
3. Lifespan core switch biasanya berapa tahun?

1 1 6



bAd @badrul_aminnn · 21h
Infra team dh apply semua tp sangkut dkt finance sbb core switch bkn murah lagi2 brand cisco. Makan juta nk tkar, migrate from current devices to new one and algi satu preventive maintenance. Tu yg finance tk release dia pnya applicants. Best practices adalah 6thun tkar switch

4 2 12



genJ sl emaN @hazid34 · 6h
But they tak tukar for 17 years??

1 1 1



bAd @badrul_aminnn · 6h
Hehehe. Jgn trkejut. Senang crita org



bAd @badrul_aminnn · 21h
Infra team dh apply semua tp sangkut dkt finance sbb core switch bkn murah lagi2 brand cisco. Makan juta nk tkar, migrate from current devices to new one and algi satu preventive maintenance. Tu yg finance tk release dia pnya applicants. Best practices adalah 6thun tkar switch

4 2 12



genJ sl emaN @hazid34 · 6h
But they tak tukar for 17 years??

1 1 1



bAd @badrul_aminnn · 6h
Hehehe. Jgn trkejut. Senang crita org malaysia pnya style selagi tk jahanam pakai saja. Uhuk

2 5 27

[1 more reply](#)



nuzul fikrie salam @fikriesalam... · 20h
Replying to @badrul_aminnn

Core switch cisco catalyst 6500 kan?

1 1 1



bAd @badrul_aminnn · 11h
Ni tksure tp ura dgr dorang dh pkai nexus core switch sbb smalam org cisco trun pdg

Huawei Malaysia to support MAHB's digital transformation

AIRLINES

Tuesday, 20 Aug 2019

7:14 PM MYT



CRISIS LEADERSHIP: SOME NOTES AND CASES

Case Study 4: KLIA System Disruption – Positive Outcome

On a Positive Note...

- MAHB had been mobilizing their own staff, by recruiting and promoting initiatives to get them to assist the passengers during these trying times.
- A poster was seen circulating on social media dated 22 August 2019 asking to assist the situation at KUL during peak hours (12 – 2pm & 4 – 10pm).





Viral Video on social media

CONCLUSIONS



Must take crisis
into account



Systematic
approach



Learn from others



Recovery may lead
to better changes

CRISIS LEADERSHIP: SOME NOTES AND CASES

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Thank you

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