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Leadership in Crisis Management: Separation of Leadership and Executive Concepts

Tugba Fener^a, Tugce Cevik^{b*}

^a Lecturer Istanbul Kultur University, Istanbul, 34147, Turkey

^b PhD Student Istanbul University, Istanbul, Turkey

Abstract

Crisis is the truth of today's fast paced business world. Rapid organizational change, changing economic conditions, problems of personnel, unexpected technological changes and political effects cause instability on today's business world. This instability appears out of state control as economic disruptions that result in crisis. Crisis affecting our country and all other countries in the world also influences not only vacated people but also other individuals who concerns about losing their jobs. This economic uncertainty seemingly interests corporations. However environment is also one of the factors that affects crisis. If crisis isn't brought under control or managed properly, it will come about and create chain crisis. Because of the increasing chaos, change from authoritarian leadership through teamwork and participative management mentality has been observed. Commerce has been getting more and more complicated and complex. These changes have transformed traditional crisis leaders to a leader model that makes scenario analysis and work done co-ordinately with a team by gathering lots of different point of view to create optimum solution. Leadership and crisis concepts are discussed together in order that implementation of leadership in crisis can be understood. Crisis leadership is also regarded as optimally and timely assessment process of adverse condition's effects whatever its reason is. In the first section of this article which will be presented with extensive literature, general information about leadership concept from Total Quality Management principles and comparison of leader and executive concepts will be given. In the second section, leadership in crisis management will be mentioned and in the last section the importance of lead executive in crisis and its contribution to literature will be reviewed.

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* Tugce Cevik. Tel. +902124984926.

E-mail address: t.cedikci@iku.edu.tr, tugcecevik@gmail.com

1. Introduction

Impressive improvements experienced in information, communication and transportation technologies today have almost eliminated distances. Goods and services generated at different locations of the World are immediately served to all consumers in the World. Organizations compete with each other to give more qualified, cheaper and faster service to their customers in order to sustain their existence. Developments observed all over the World as Japanese miracles have been accepted as Japanese realities and though in different names, Total Quality Management has become a Management Style for competition.

It is a business approach that aims to fulfil current and future expectations of customers in a comprehensive and an economic way and to improve and develop all works with the participation of all staff. (Kantarci, 1994).

Total quality that is emphasized with its perfectness today can be defined as the following: Total quality is an approach that focuses on processes rather than organizational functions or results, that bases management decisions on the analysis of information and data that are collected appropriately and that deals with material and human organizational resources as a whole.

Total Quality Management is democracy. Everybody shall Express their views freely and join management and decision-taking process somehow. Suggestions of the staff shall be taken, valued and awarded. Communication is a must in Total Quality Management. You shall ensure a two-way and healthy communication with your staff. When all staff know the vision and mission of your organization there is synergy to attain objectives. Simple organization structure shall be used, hierarchy shall be eliminated and open-door policies shall be adopted to improve this communication.

Total Quality Mngagement is based on “Sustainable Improvement”. You shall revise all your processes and question how they can be better and faster, you shall seek for sustainable improvement. Performing team works and collecting the suggestions of staff are necessary for this. Comparisons and measurements are needed. You shall determine metrics for each process and compare their improvement with “the best of World” and “the best of Market”. (Argun, 1997)

2. Total Quality and Leadership

It has been commonly accepted that leadership has a great role in the success of Total Quality Management. It is necessary to look briefly at the changes and improvements in an organizations, i.e., to study organizational models in order to discuss the functions of leadership in TQM practice. The former model was a mechanical one which regarded the organization as a machine. Workers were regarded as the parts of that machine. There came the biological model after the mechanical model. The biological model regards the organization as an organism. There is a brain. This brain belongs to tap management. Workers are like hands and feet. Social model regards the organization as a society. Everybody in the society must have an idea and objective. The management will try to ensure interrelation among people to attain the general objective. Though the basic concept of social model first appeared in the USA, its first successful application was experienced in Japan through TQM.

Leadership functions TQM practice are the following according to the USA Quality Management Chairman, Thomas H.LEE; (Lee, 1995)

- To create a shared view and vision; in the biological model, to create a view of duty and vision is mostly the responsibility of top managers. On the other hand; participation is significant in the social model, because it is the responsibility of everybody.
- To design and run an interactive organisation
- To authorize people
- To create an ever-learning organization
- Weakness tendency
- A strategy that is defining in a particular stage

(Cafoglu, 1996) Every organization shall necessarily create information from past achievements and experiences and use these information to tend for the better for the future. Managers undertake significant roles in using these information. In modern World, where there is a great deal of competition, not ordinary managers but leaders making organizations distinct and successful are needed. (Cafoglu, 1996).

The most important role of the top manager in transfer to TQM is to remind all the time that quality can be

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