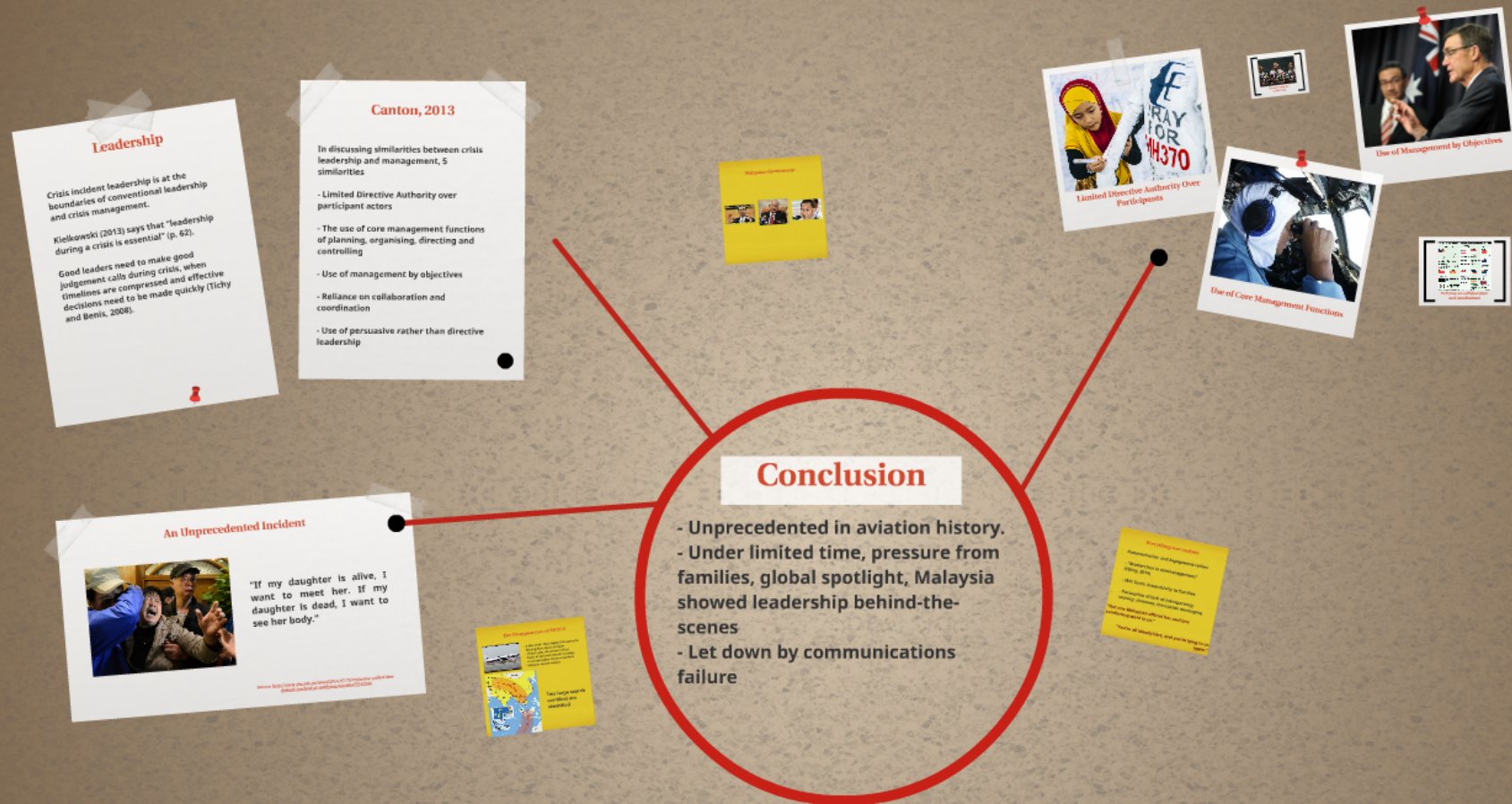


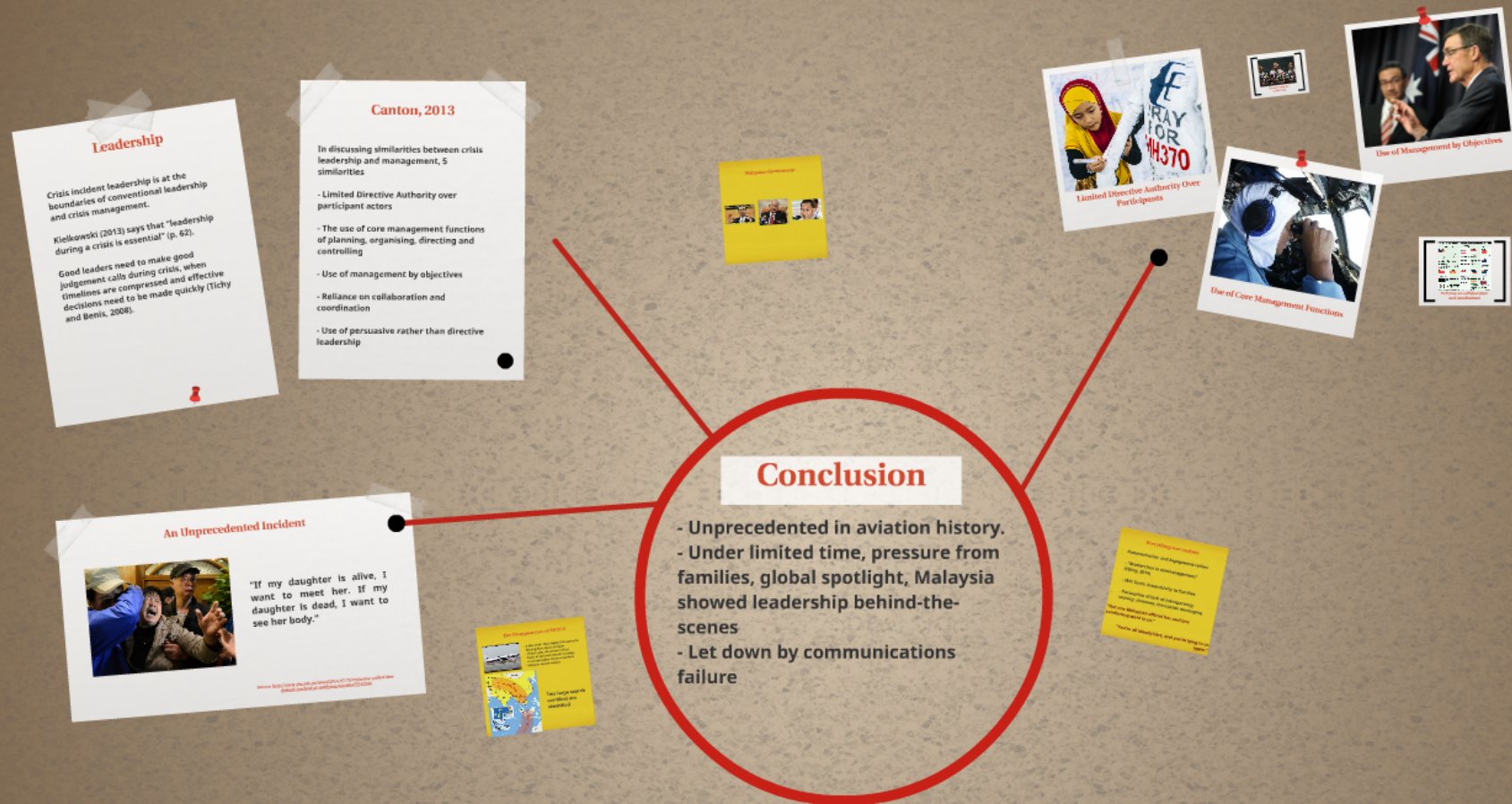
# TheCaseSolution.Com



## Leadership in Crisis - The Case of Malaysian Airlines Flight MH370



# TheCaseSolution.Com



## Leadership in Crisis - The Case of Malaysian Airlines Flight MH370



## An Unprecedented Incident



**"If my daughter is alive, I want to meet her. If my daughter is dead, I want to see her body."**

Source: <http://www.abc.net.au/news/2014-03-25/malaysia-authorities-defend-method-of-notifying-families/5343946>

# The Disappearance of MH370

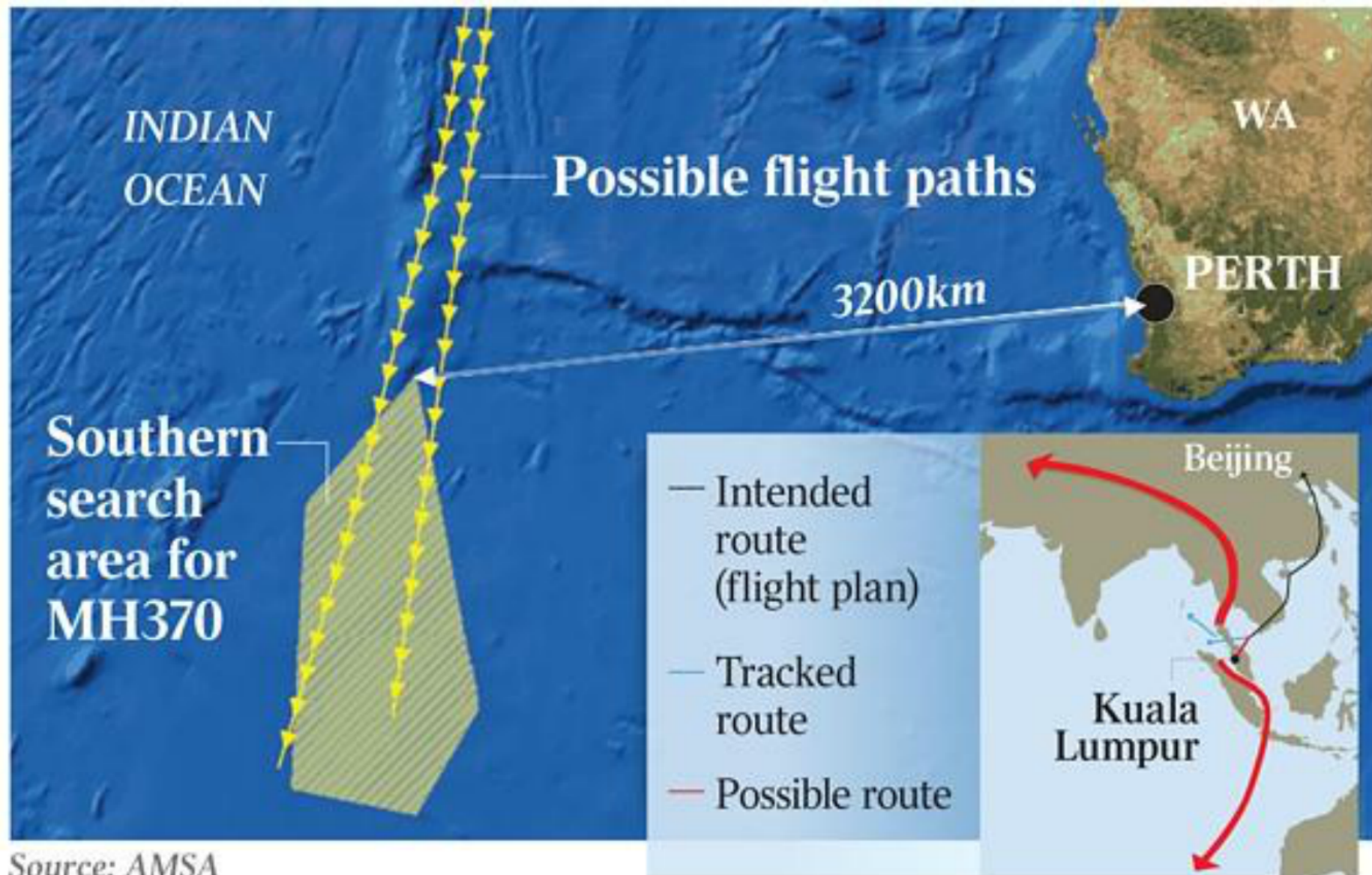


- 8 Mar 2014 - MAS Flight 370 leaves for Beijing from Kuala Lumpur
- 1 hour later, all contact is lost
- Fears of terrorist attack, hostage, crash and other theories surface
- Massive search ensues



Two large search corridors are identified





Source: AMSA

Position of satellite that  
received last known



## Leadership

Crisis incident leadership is at the boundaries of conventional leadership and crisis management.

Kielkowski (2013) says that "leadership during a crisis is essential" (p. 62).

Good leaders need to make good judgement calls during crisis, when timelines are compressed and effective decisions need to be made quickly (Tichy and Benis, 2008).

## Canton, 2013

In discussing similarities between crisis leadership and management, 5 similarities

- Limited Directive Authority over participant actors
- The use of core management functions of planning, organising, directing and controlling
- Use of management by objectives
- Reliance on collaboration and coordination
- Use of persuasive rather than directive leadership



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