

Leadership during Trans-Boundary Crisis Management

The Challenges of Cultural Variance

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Abstract

As organizations traverse international boundaries, they encounter values and assumptions that differ from their own culture. Some differences have little effect on crisis management, while most differences fundamentally challenge crisis management assumptions, theories and practices. Although globalization is pervasive, little attention has addressed leadership challenges of trans-boundary crisis management. To address this research gap, we propose five tenets of crisis management. We discuss dimensions of cultural variance that are most relevant to crisis management. Next, we synthesize value differences inherent across cultures and crisis management that can disrupt effective leadership. Finally, we provide suggestions for future research and practice.