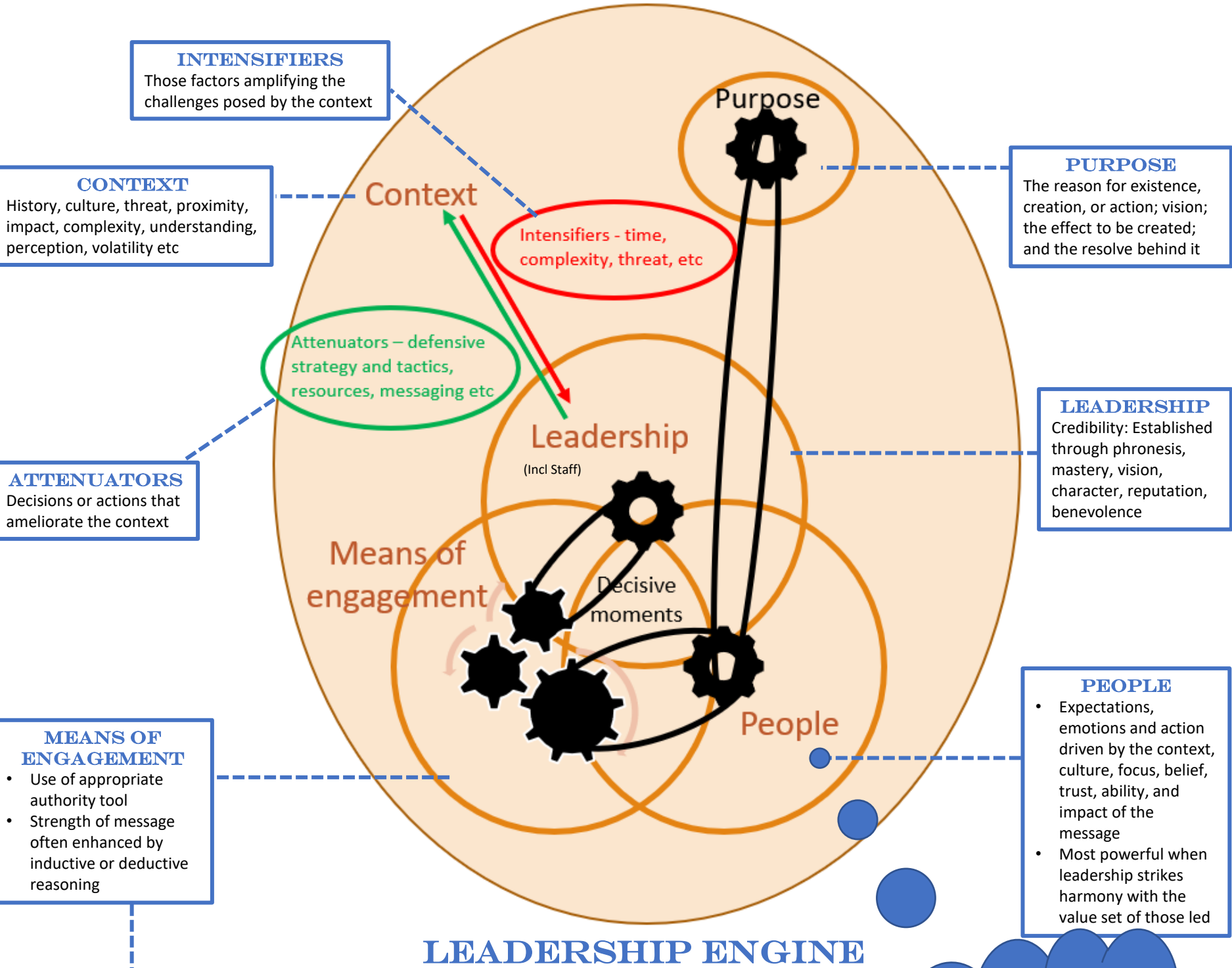


LEADERSHIP IN EXTREME CONTEXTS

Bruce Pepperell (Supervisors: David Johnston, Rouben Azizian, Bridgette Sullivan-Taylor)

AN ALTERNATIVE APPROACH

Western culture has a propensity to simplify things in a deterministic way, focusing on key people or objects without reference to wider considerations. “European thought rests on the assumption that the behaviour of objects – physical, animal, and human – can be understood in terms of straight forward rules. Westerners have a strong interest in categorization, which helps them to know what rules to apply to the objects in question, and formal logic plays a role in problem solving” (Nisbett, 2019, p. xvi). What if this approach is inadequate to cope with the dynamism, complexity, and uncertainty associated with leadership in extreme contexts? **Eastern cultures, tend to view things as part of a wider system.**



Means	Definition	Components	Focus	Led by	Through	Delivering
Governance	Democratic power and accountability	<ul style="list-style-type: none">Defining purposeHolding to accountEffective compliance	Purpose	Accountability	Holding to account	Results/ compliance
Command / Executive	Authority, responsibility, and duty of direction	<ul style="list-style-type: none">Building the organisationDeveloping strategyGiving direction	Organisation	Authority	Strategy	Mission
Leadership	Getting people to achieve objectives	<ul style="list-style-type: none">Building and maintaining teamsDefining and achieving tasksDeveloping individuals	Teams	Vision	Relationships	Outcomes
Management	Organising and controlling resources to achieve objectives	<ul style="list-style-type: none">Marshalling resourcesOrganising and controlling resourcesDeploying assets	Teams	Mission	Systems	Efficiency

HOW WE EXERCISE AUTHORITY

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Plug your Kiwi Covid experience into this model. Then compare with the situation in another country