

Leading Through A Crisis: Crisis Planning

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Mindset required for leading through a crisis

People are looking for leadership more than they are looking for answers. (Example of PM J. Ardern).

Focus on your internal ability to lead. Paul Ingram framework: Strategic, personal, interpersonal (Leading the organisation, leading self, leading others – See supporting slides)

Suggestion: Think what do my people expect of me?

They essentially want:

- Active decision making
- Clear direction
- To know the purpose of the decision
- That someone is actually leading.

Scenario planning

Scenario planning can be used from a strategic planning point of view, for organisational growth, or in crisis. You are projecting what the organisation may look like in the future.

Scenario planning helps you become really clear on your purpose – why you exist and what the most important things are that you do and contribute as an organisation (school).

From the concepts developed in scenario planning, often about 20% can be implemented immediately, and are ideas which can grow the organisation.

Regarding a crisis: Scenario planning methodology is very good, so when you do have a crisis you will have the methodology to help you with the planning and decision making. There will likely be some type of crisis every few years, you will have a good methodology to cope and lead.

How does scenario planning help with decision making? (Time stamp: 5 minutes)

The best answers don't always come from the front of the room. Work with your people to facilitate and extract the best ideas.

How does scenario planning help design a crisis plan? (Time stamp: 6 minutes)

The clearer you are about your purpose the easier it is to make a crisis plan. Purpose extends beyond the life of any one person in the organisation. The role of a leader is to inspire and keep the purpose alive.

Listen to the real facts and you will be in a better position to make decisions.

Business example - Future for a community Hotel. They considered both negative and positive scenarios and what each would mean for the business. Remember that changes may be physical, material or cultural. This also applies to schools.

When you are clear on your purpose as an organisation then, as a leader it is easier to make the decisions with confidence. Tip: Give any bad news early so people can make plans.

Scenario planning with your leadership team and teachers. (Time stamp: 13 minutes)

Firstly, be clear on your purpose – what is your top priority.

Secondly, consider what will be affected by any crisis. Doing this identifies your big pillars: students, parents, teachers/employees, buildings and property, culture etc. Develop plans for each of these pillars, with the purpose in mind i.e. actions needing doing in order to maintain your purpose despite the crisis.