

Springboard Trust

Leading through a crisis
Crisis planning and decision-making

WE BELIEVE EFFECTIVE STRATEGIC LEADERSHIP
TRANSFORMS SCHOOLS FOR NEW ZEALAND LEARNERS



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J.N. WILLIAMS
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Integrated Leadership framework: Professor Paul Ingram, Executive School, Columbia University (2020) amended for a school context.

This resource is on Lead the School: Develop and communicate a crisis plan.

The focus here is on Crisis Planning and Decision-making.

The powerpoint will take you through a series of steps using scenario planning to develop a crisis plan and implementation through action planning.

1. Lead the school: Develop & communicate a crisis plan



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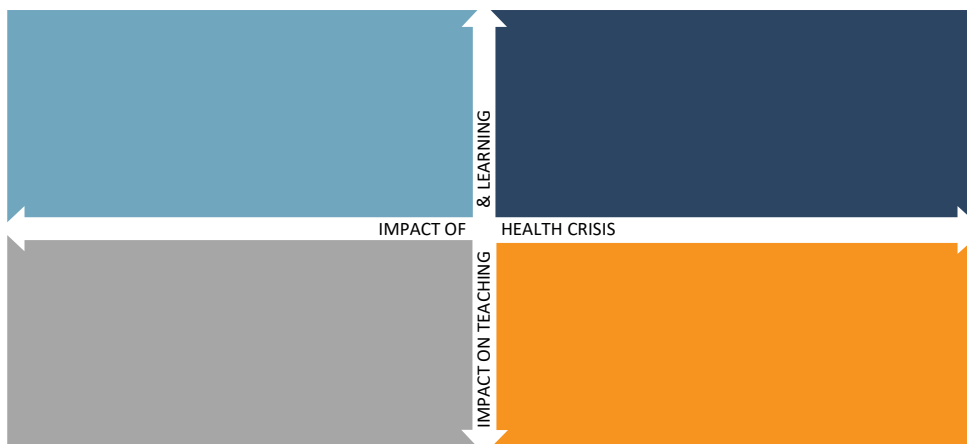
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When a crisis strikes there are many uncertainties which all seem to happen at once and can cause a sense of panic.

One way of anticipating some of those uncertainties and responding in a more confident and calm manner is by having a crisis plan and knowing what to do. Although it may not address the exact crisis it will provide a basis from which you can form your direction and response.

Scenario planning is a useful tool to help develop your plan. This will focus you and help build the context and narrative for 3-4 scenarios. From the scenarios you can develop your plan.

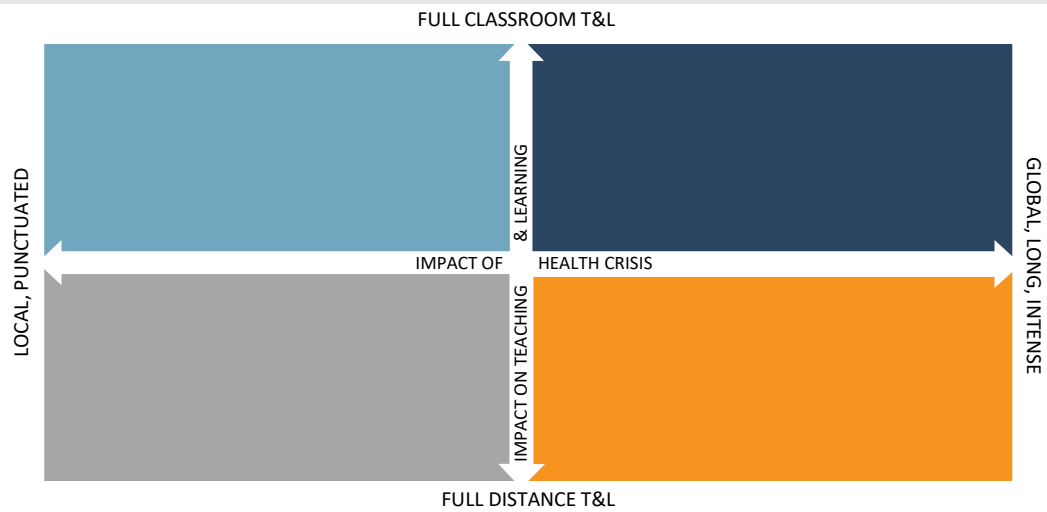
This whole process requires you bringing your team along with you. They need to understand your thinking, support the planning, and know their role and your expectations when it is time to act. It does not need to be by consensus but it does need their understanding and support for the development of the priority areas in the crisis plan.



Scenario planning

Decide / choose your two dimensions of uncertainty. (e.g. horizontal (x axis)– health crisis; and vertical (y axis) – Impact on teaching and learning)

Scenario planning tool: Identify descriptors



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Identify descriptors for the ends of each dimension and draw as 4 quadrants

e.g.

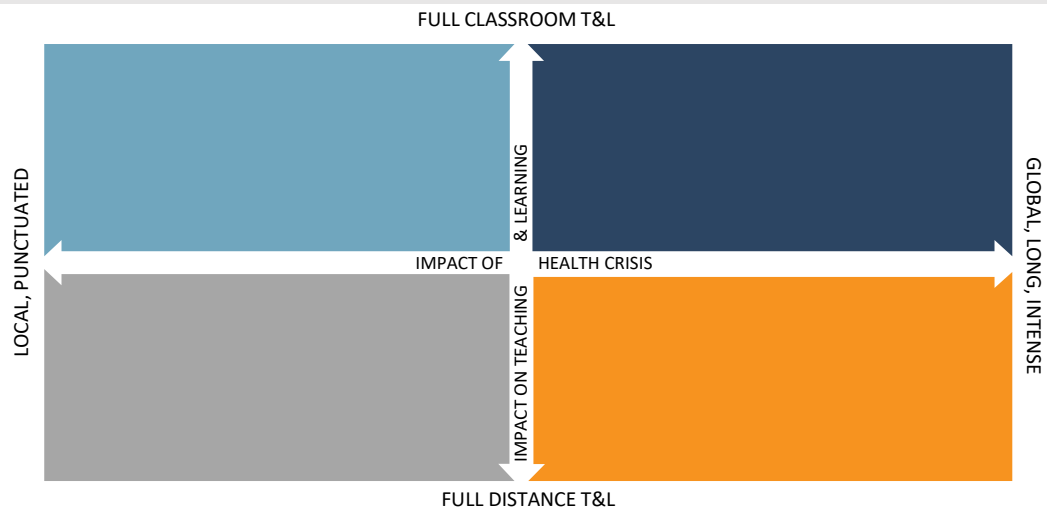
Local/punctuated

Full distance Teaching & Learning

global/long/intense (x axis)

full classroom Teaching & Learning (y axis)

Scenario planning tool: Describe each quadrant

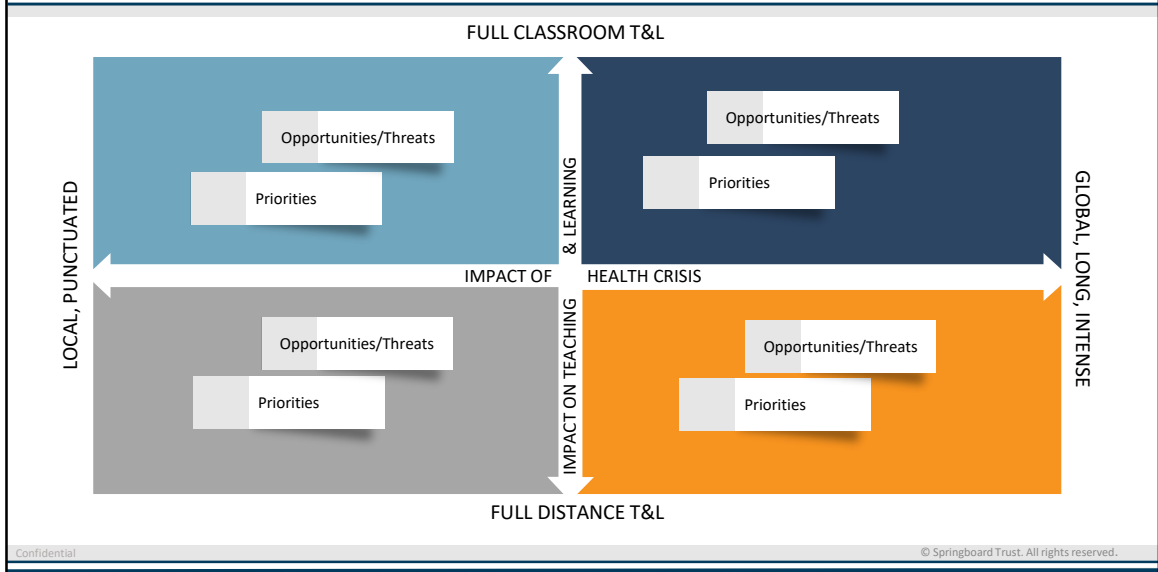


What does each quadrant look like?

Describe each quadrant and tell the story.

Challenge your thinking by listing what you can control and not control for each scenario. Focus on and think through what you can control. Don't spend too much time on what you can't control.

Scenario planning tool: Opportunities/Threats



To challenge your thinking more and staying with what you can control, identify the opportunities and threats for each scenario.

Next identify your priorities (no more than 5) from what you can control for each scenario. These priorities will form your crisis plan.

Developing scenarios and a crisis plan helps you to minimize uncertainties for when a crisis occurs.

Example of crisis priorities

Goal: Managing a crisis

Initiative: Keep teaching and learning going

Priorities:

- Review & implement curriculum for distance learning
- Ensure all students have resources for distance learning
- Help students maintain relationships
- Support whanau/families
- Help teachers by extending patience & empathy.

Take the identified priority areas (no more than 5) to develop a crisis plan. Do this for 2 or 3 scenarios so you have various options planned in advance.

The crisis plan helps you articulate what you are trying to achieve.

Remember that your vision and values remain your guiding star.

Think of your crisis plan as another goal and initiative with a set of priorities.

e.g.

Goal: Managing a crisis

Initiative: Keep teaching and learning going

Priorities: 1-5

Your priorities will most likely include: people; operations; processes/systems.

Action plan

Trigger (external factor)					
Scenario 1:					
Outcome:					
Measure:					
Actions	Decisions required to execute actions	Person responsible	Resources	Level of urgency: High, medium, low	Due date

Using the priorities for each scenario you are now ready to develop an action plan.

First group actions into a sequence.

Brainstorm what decisions will be required to execute actions.

Assign the person(s) responsible, the resources, level of urgency and indicative time frame. The action plan will inform internal decision making.

Trigger: A trigger is an external factor to inform when you will move from one scenario to a new direction/new scenario (e.g. Level 4 to Level 3 lockdown)