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Leading through crisis
Outline

• The context
• The responses
• The tensions
• The leader forms
• Traction
• Some questions
Social Movement

Normal (?)

Virus
Responding - caring, adapting & embedding

- Institutional protection (care, messaging, flexibility, support)
- Identifying disadvantage
- Working on minds
- Individual and collective adaptation
- Reactive innovation through individual, complaint & disadvantage
- Capability matching and skills building
- Trying to collect and put into a system
The tensions

• Managing normality while managing disruption
• Promoting innovation while seeking consistency
• Spreading decision while making decision
• Respecting spread while navigating the top
• Looking for speed while looking for sense
• Caring for staff while caring about learning
• Making decisions for ‘us’ while watching for others
• Looking after home while protecting at work
• Caring for people while maintaining standards
The leader forms

• The deniers and ‘disappearers’
• The and freezers
• The perfectionists
• The speedsters
• The focused (short termers)
• The foreseers
• The visionaries
• The focused visionaries
Leaders with traction
(Unpredicted is predictable)

• Short & future-pointed **purpose**
• Strong **values** scaffold
• **Simple rules and prioritization**
• Hindsight does not lead to foresight
• Captured and collectivized innovation
• Cared, communicated & supported
• Looked for **what works**, not the best answers
• **Tailored** approaches to match reality
• **Guided sense-making**
• **Humility, energy, toughness**
Questions

• What is the first thing I’ll do?
• What needs to be rebuilt, rebooted, or just booted?
• What will you defend?
• How do we challenge selfishness?
• What are your immovables (line in the sand)?
• What do you lock in? Lock out?