



*Leading through crisis*



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# Outline

- The context
- The responses
- The tensions
- The leader forms
- Traction
- Some questions





**Social Movement**



The context

**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

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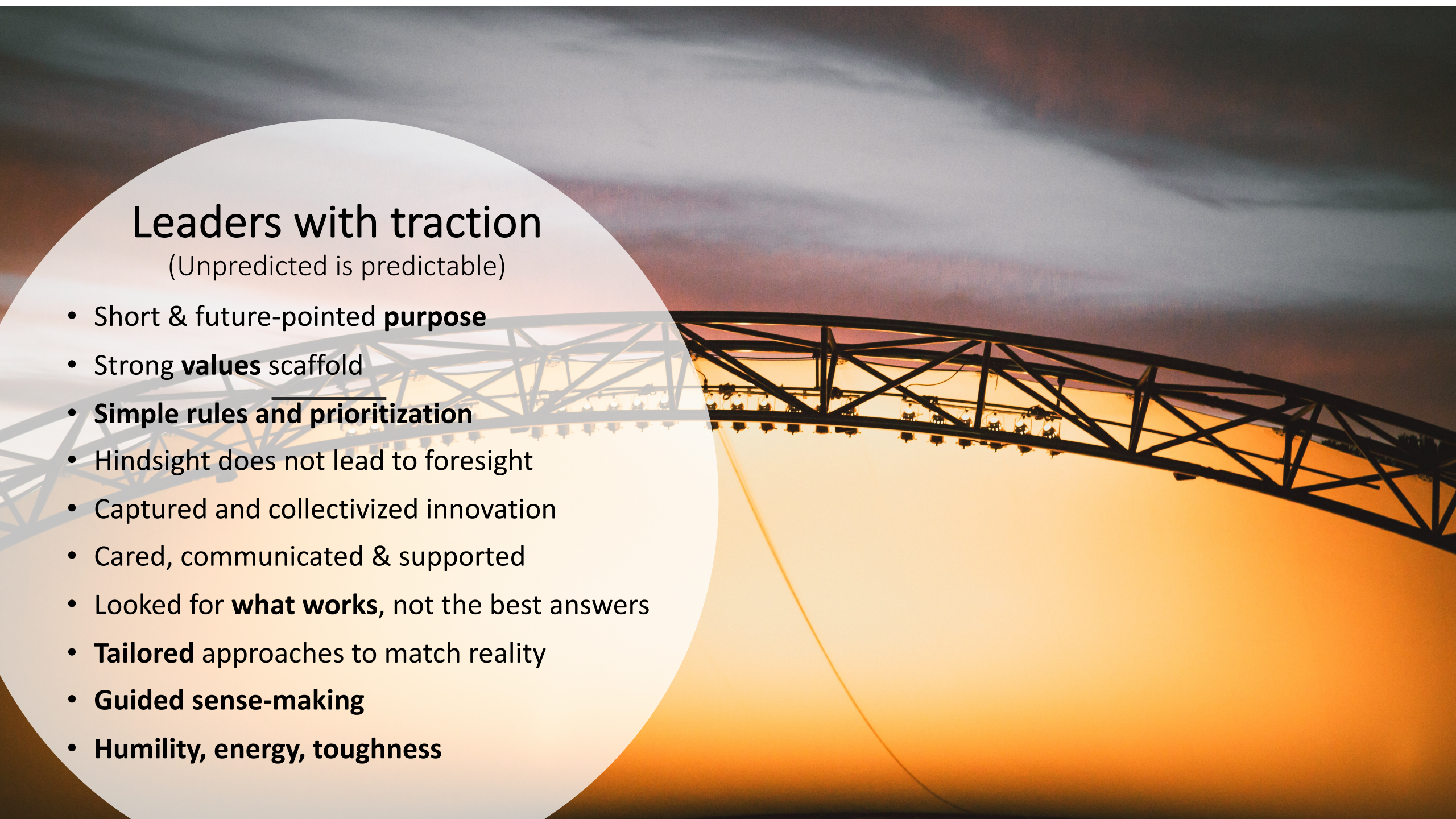
- The deniers and ‘disappearers’
- The and freezers
- The perfectionists
- The speedsters
- The focused (short termers)
- The foreseers
- The visionaries
- The focused visionaries



# 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?