

Change and crisis leadership

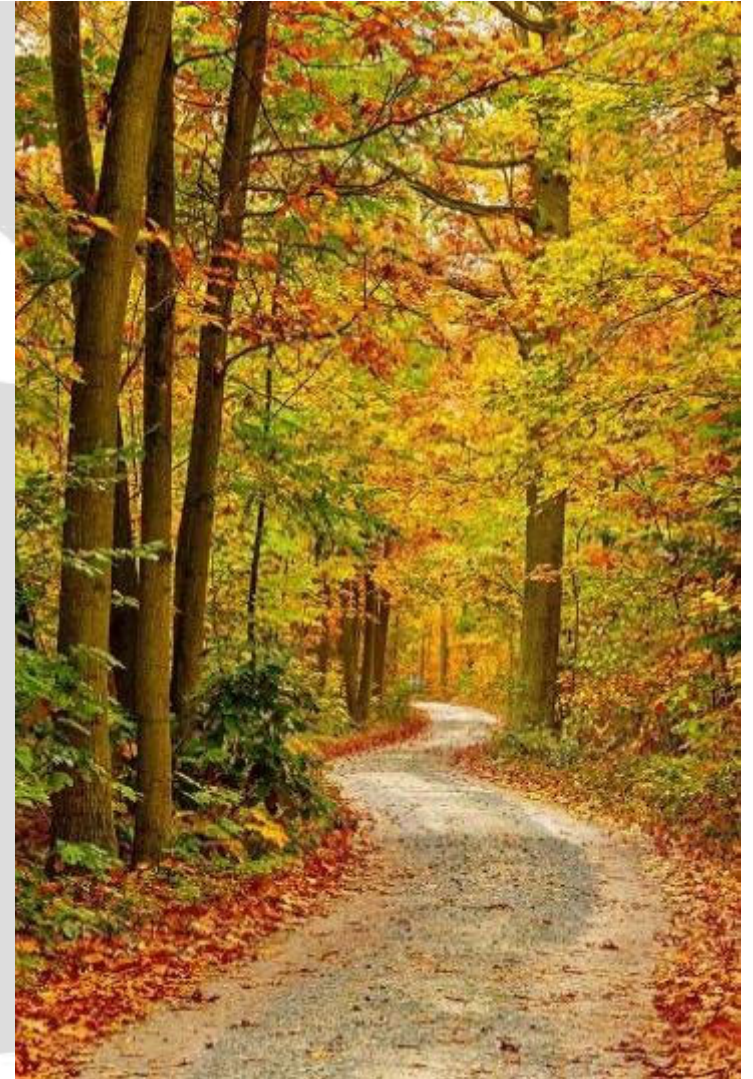
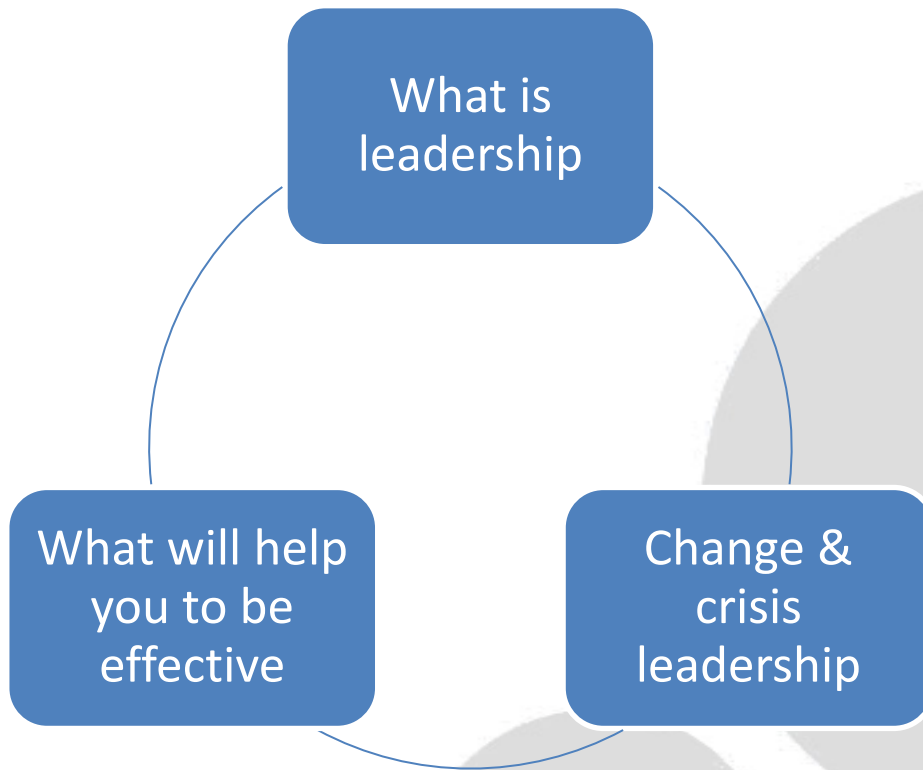
Emerging Leaders Summit

June 2021

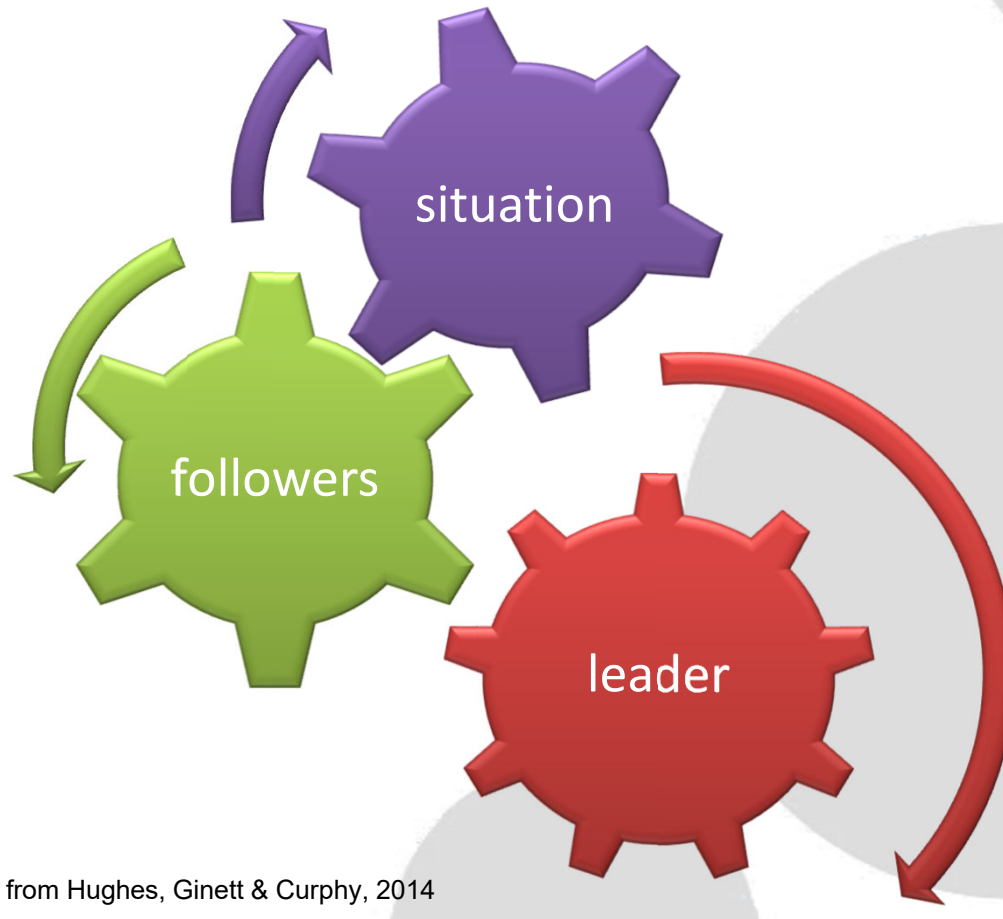
Dr Suze Wilson



Focus for this session



Multiple, interacting dimensions



Leadership is not leader-ship!

Is about *mobilizing* collective effort to achieve shared goals

Adapted from Hughes, Ginett & Curphy, 2014



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New Products



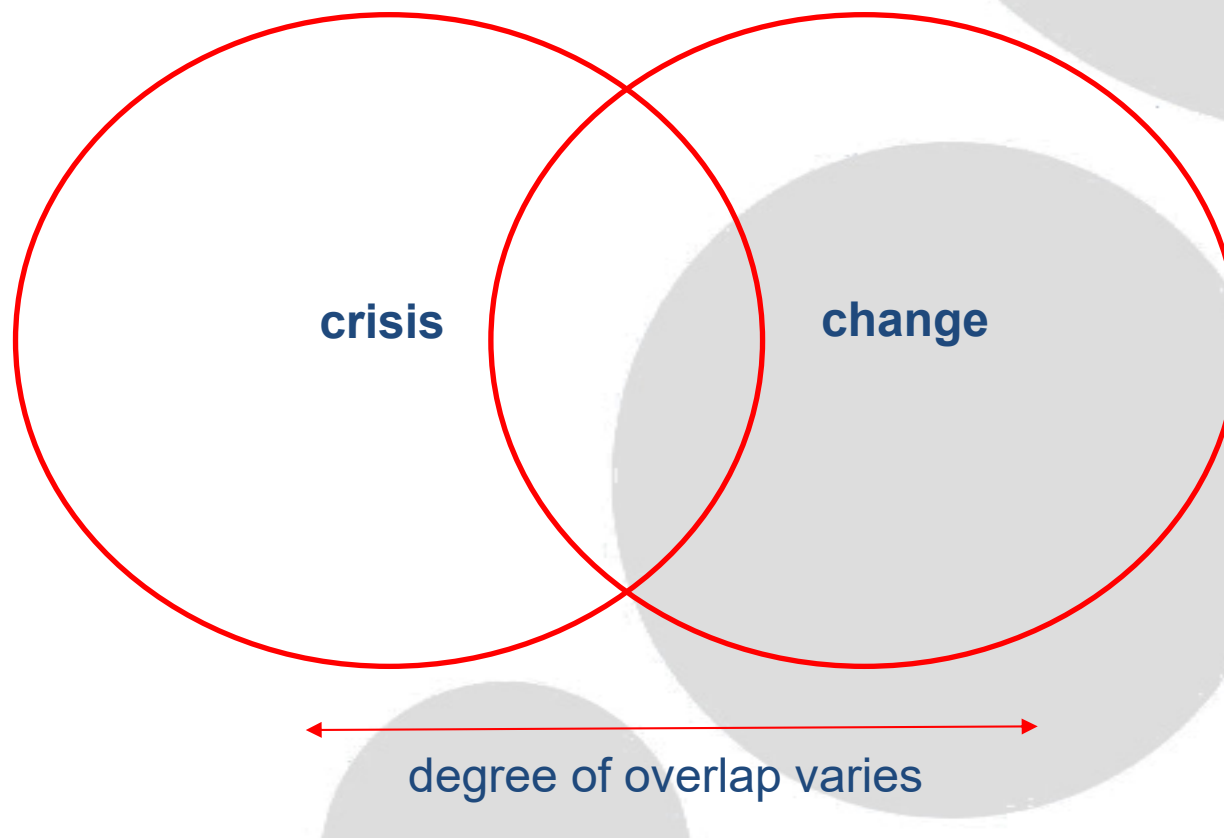
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B R E W I N G



NZ

Change & crisis leadership



Effective leadership practices



Manage your thoughts & emotions



Know yourself

- Where do you come from (whakapapa)?
- Where are you going? (vision)
- What do you stand for? (purpose & values)
- What are your strengths & weaknesses?



Clarify your purpose & build a shared purpose

- **Purpose:** guiding sense of direction; clarity about fundamental needs & values; core principles
- **Impact:** consistency of approach/direct, less risk of flip-flopping → builds trust
- **Shared purpose:** taps into widely shared values, needs, interests, hopes & fears
- **Impact:** unites & unleashes collective effort; builds trust the leader is acting for the common good

Example: NZ vs Covid-19

- saving lives AND livelihoods = guiding purpose of gov't actions
- 'the best health response is also the best economic response'
- 'unite against Covid-19'
- 'team of five million'
- 'be kind'



Pandemic leadership framework



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Foster a shared purpose

Key leadership practices

Be led by expertise

Mobilise collective effort

Enable coping

Build trust in leadership

Adapted from Wilson, 2020



Actively manage your time

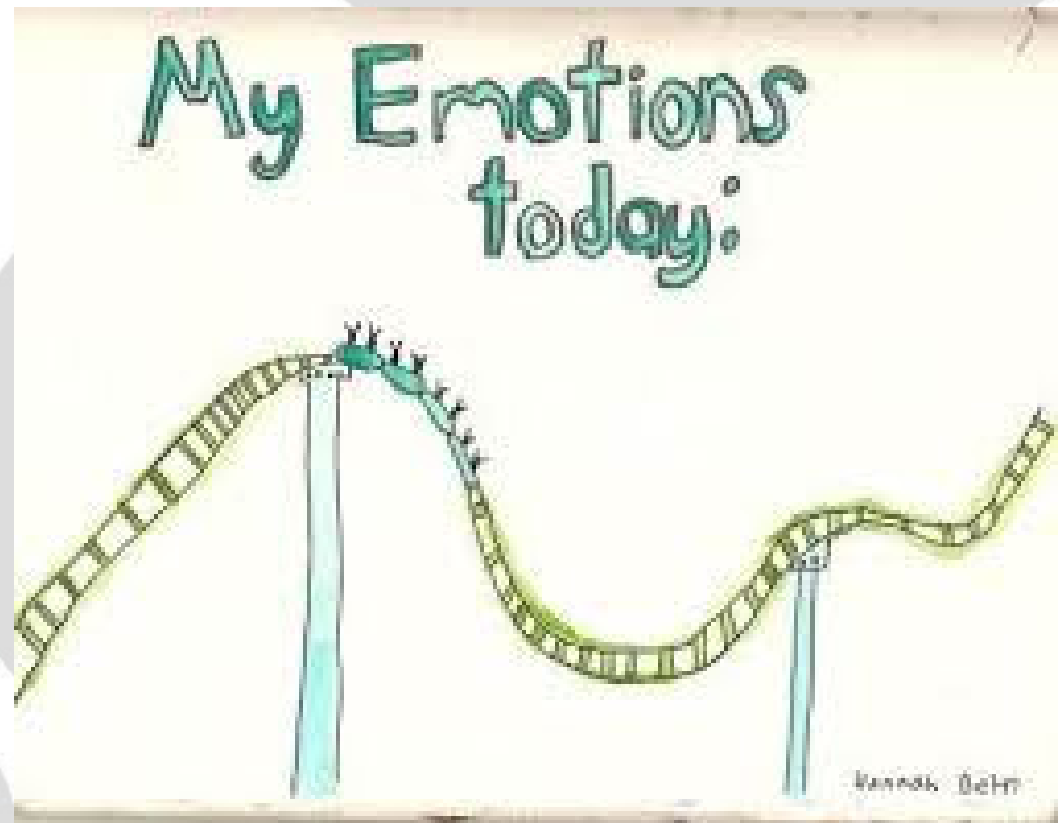
	Urgent	Not urgent
Important	<i>Fire fighting: Crises & pressing problems</i> <i>DO</i>	<i>Quality time: Strategies, relationship/capability building, values</i> <i>PLAN</i>
Not important	<i>Distractions: Interruptions & 'busy work'</i> <i>DELEGATE</i>	<i>Time wasting: trivial & wasteful</i> <i>ELIMINATE</i>

Adapted from Covey, 1989



Understand responses to change/crisis

- Anger
- Anxiety
- Confusion
- Blame
- Denial
- Apathy
- Resistance
- Resignation
- Despair
- Withdrawal
- Cynicism
- Curiosity
- Hope
- Excitement
- Acceptance
- Advocacy



How you can help: 'regulate distress'

- listen *until they feel heard*
- be clear that you care
- be empathetic, not argumentative
- provide info to reduce uncertainty
- don't fudge important realities
- build their resilience
- provide relevant resources



Understand 'we' shapes 'me'



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- 'I am who I am because of who 'we' are'
- that sense of connection *transforms* our relations with others
- leadership taps into these dynamics → mobilize collective effort



Adapted from Haslam & Reicher, 2016



Effective leaders....

- ..are seen as 'one of us'
- are seen to be 'doing it for us'
- continuously build a sense of 'who we are (& can become)'
- mobilize us to secure results & create experiences that reflect 'who we are (& want to be)'



Make every conversation count



Adapted from Mayfield & Mayfield, 2018

Courage & decision-making

- courage - the mid point between cowardice & recklessness
- gather facts, get advice, weigh up the options - then find the courage to decide
- continuously find the courage (& humility) to change your decisions if they don't work



A test of character

- what do you need to be your best self?
- what do you want to be remembered for?



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