

# Leading during crisis & beyond

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*Leadership for Sustainability*



What is a crisis?



# Crisis Leadership

**“The ability of leaders not to show different leadership competencies but rather display the same competencies under extreme pressures that characterize a crisis—namely uncertainty, high levels of emotion, the need for swift decision making and at times, intolerable external scrutiny”**  
Tim Johnson (2020)



# CYNEFIN FRAMEWORK

🔊)) Ki-nev-in | origin: Welsh | def: "habitat"; "a sense of place"

## COMPLEX



Probe



Sense



Respond



Emergent Practice

## COMPLICATED



Sense



Analyse



Respond



Good Practice

Disorder

## CHAOTIC



Act



Sense



Respond



Novel Practice

## SIMPLE



Sense



Categorise



Respond



Best Practice

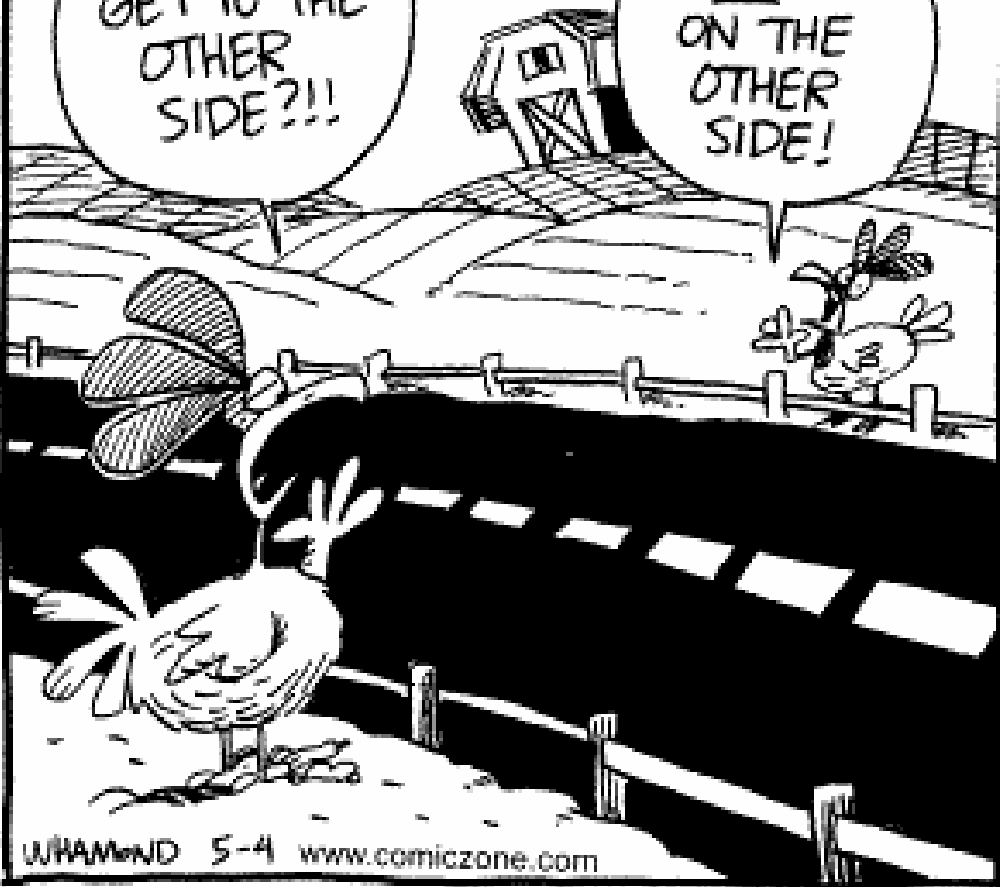
Into which habitat would you place a crisis?

What approach should we use to guide us through a crisis?

TWO STUPID CHICKENS:

HOW DO I  
GET TO THE  
OTHER  
SIDE??!

YOU  
ARE  
ON THE  
OTHER  
SIDE!



WHAMOND 5-4 www.comiczone.com

# Four key approaches to leading through crisis as a leadership team in the residence system

**1. Be attuned to ones self – reflecting and knowing yourself – move beyond just thinking (thinking about thinking) – soul searching – lead wholesomely**

**Task: Jot down – Why did I decide to apply for a sub-warden position OR why did I stand for election for senior student**

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2. Be attuned to your history - Know your history – where have you come from (Chickens – your farm) – engage your history – if there were mistakes don't repeat them



**Task: Jot down - Where do you come from and how has this/does this influence your thoughts on leadership in a residence system**

A serene sunset scene over a body of water. In the foreground, a small wooden boat is moored, its reflection visible in the calm water. In the distance, a structure on stilts is visible on the left, and several other boats are scattered across the horizon. The sky is a mix of purple, pink, and blue, with soft clouds. The overall mood is peaceful and contemplative.

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3. Attuned to your contemporary situation – needs analysis where you are – understand your situation culturally – patterns and designs for living that have been passed down – find the useful aspects and grow (understand) these

Task: Jot down - How do you think you will be able to go about being able to understand the needs and desires of the students in your residence (House)



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**4. Attuned to your future – understand what is happening around your residence and its place at Rhodes and Rhodes (as an institution of learning in SA and its place in the world (globality and globalization))**

**Task: Jot down - What kind of environment do you think you should create so that the house and the residence community contribute to the well being of the university within the context of where we fit into the global village**

# Four key approaches to leading through crisis as a leadership team in the residence system



Meet as House leadership team and discuss the 4 approaches to leading your House in the current climate.

Plot a way forward together on how you will approach your leadership as a team to encourage your student to thrive as Rhodes students in a challenging time