



Leadership in Crisis

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SUPPORTING THE VIBRANT NONPROFIT AND PHILANTHROPIC SECTOR IN TEXAS AND BEYOND, THROUGH HIGH QUALITY RESEARCH, PROFESSIONAL OUTREACH, AND ENGAGED LEARNING

COVID-19 Finance & HR Policies & Management Implications

Leadership in Crisis

Board Leadership in Turbulent Times

Fundraising Strategies Going Forward

Agenda



- Defining Crisis Leadership
- The *Don'ts* of Crisis Leadership
- Crisis Leadership Assessment Dimensions
- Performance Tasks Associated With Crisis Leadership
- Summary & Implications
- Question & Answer Session



- *The sum of leader activities aimed at minimizing the impact of a crisis*
 - Saving lives
 - Protecting and solidifying organization's infrastructure
 - Deepening trust; internal and external

Crisis Leadership: *What Not To Do*



- Ignoring impending threats
- Making bad decisions
- Behaving in ways which suggest you don't care
 - Remember, leader behavior matters...opportunity to be even more transparent, further engage others in decision-making processes, taking time out to reflect on who you are or who you need to be during this time, and proudly displaying your morals

Crisis Leadership Assessment Dimensions



- **1. Making things happen**
 - Organizing the work
 - Directing staff
 - Implementing vital actions that minimize threat(s)
 - Though traditionally considered management-level responsibilities, leaders should shift their orientation during times of crisis

Crisis Leadership Assessment Dimensions



- **2. Getting the job done**
 - Forging partnerships
 - Encourage and employ innovation to become more efficient
 - Develop work-arounds; standard operating procedures may not be good enough during times of crisis
 - Lack of financial resources



- **3. Fulfill symbolic need for direction and guidance**
 - Internal symbolic leadership is just as, if not more, important as it is to the public
 - Opportunity for heightened communication
 - Display leader behavior
 - Deepen trust via perceived commitment to mission



Crisis Leadership Assessment Summary

Did those charged with crisis leadership responsibilities do everything they could to facilitate an effective response to the crisis at hand?

Crisis Leadership: *Performance Tasks*



- Early recognition
 - What could have been foreseen?
- Making sense of things
 - How do you process information?
- Critical decision-making
 - Did you stay engaged at the highest strategic level of your operation?
- Orchestration
 - Were you able to employ persuasion when needed?
- Core function protection
 - Do the core functions of your business remain intact?

Crisis Leadership: *Performance Tasks* cont



- Provide authentic hope
 - What did you do to restore normalcy?
- Communication
 - Did you demonstrate the difference of crisis communication?
- Rendering accountability
 - Were/are you transparent? What worked, what didn't, what happened?
- Learning
 - Did you allow for reflection on the effects of actions?
- Enhance resiliency
 - Going forward, will you engage in crisis preparatory practices?

Crisis Leadership: Summary / Implications



- Though there are many other factors (predictability, size, behavior of others) which affect the outcome of a crisis, leadership matters
- Public leadership is already amazingly tough work, utilize shared leadership practices to overcome crisis
- Consider what your mission/service provisions look like tomorrow and in the future; shift toward basic needs

Questions & Answers



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Leadership in Times of Crisis: A Framework for Assessment

(Boin, Kuipers, & Overdijk, 2013)



ON BEHALF OF THE CENTER FOR NONPROFITS & PHILANTHROPY AT THE BUSH SCHOOL, THANKS!

Upcoming Webinars

April 16, COVID-19 Finance & HR Policies & Management Implications

April 23, Leadership in Crisis

April 30, Board Leadership in Turbulent Times

May 7, Fundraising Strategies Going Forward

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