

In the face of the COVID-19 crisis NHS staff and hospitals as organisations will need to show leadership across levels – individually and collectively.

## THE SCIENCE

Based on decades of research studying critical incidents and crises and their impact on individuals and organisations across sectors we have identified several important issues that can support commanding the crisis. These include:

- **Commanding the Unknown** means changing our practices – what, how and why we do things, our habits and routines and in some cases SOP's and policies.
- **Existing knowledge is not sufficient** hence, it is an opportunity for improvement and growth.
- **Leadership is about judgement that serves the common good.**
- **Making practical judgements** we need to learn to be **CURIOUS, COURAGIOUS, CONFIDENT** and **COMMITTED.**
- **VUCA Leadership** means instilling safety in **VULNERABILITY**, strengthening readiness by being **UNNERVED**, demonstrating **CANDOUR** in our response and **AWAKENING** in our presence in the moment and as new unexpected challenges emerge.
- **LEARNING LEADERSHIP is critical to every crisis.**

Antonacopoulou, E.P. and Bento, R. (2018) From Laurels to Learning: Leadership with Virtue, *Journal of Management Development*, Special Issue. 37(8): 624-633

Antonacopoulou, E.P. (2018). Organisational Learning for and with VUCA: Learning Leadership Revisited. *Teoria e Prática em Administração* Special Issue. 8(2): 10-32.

