

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 rising up to the leadership crisis. These include:

- **Leadership lies among the many not the few** - rising to the occasion defines leadership.
- **There is crisis implicated in leadership**, because it leads to improvement and growth.
- **Leadership is about judgement that serves the common good.**
- **Making practical judgements** means learning to be **CURIOUS, COURAGIOUS, CONFIDENT** and **COMMITTED** guided by our **AXIOLOGY**
- **Learning Leadership calls for PRACTISING VUCA** – feeling safety being **VULNERABLE**, remaining **UNNERVED** by drawing on **character and conscience**, demonstrating **CANDOUR** in our **choices** and **AWAKEN** through learning.

Antonacopoulou, E.P. and Bento, R. (2016). Learning Leadership: A Call to Beauty. In J. Storey (ed) Leadership in Organizations: Current Issues and Key Trends. 3<sup>rd</sup> Edition, Chapter 5. London: Routledge

Antonacopoulou, E.P. (2012). Leader-ship: Making Waves. In Owen, H. (Ed) New Insights into Leadership: An International Perspective, 47-66. London: Kogan Page

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