

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 Learning Leadership. These include:

- **Learning how to endure crisis in learning** – existing knowledge and lessons learned may not serve the unknown.
- **Transforming tensions into extensions** – coming to our senses – sensations guiding agility NOT adaptation.
- **Learning Leadership** means leading responsibly exercising action choices with character and conscience in service of the common good.
- **Practising VUCA Leadership** entering the crisis with openness to learn enduring the VULNERABILITY, galvanising a leap of faith UNNERVED, judging bit-by-bit the soundness of every action choice demonstrating **CANDOUR** and **AWAKENING** the link between intentions and impact when leading entrepreneurially.

Antonacopoulou, E.P. and Sheaffer, Z. (2014) Learning in Crisis: Rethinking the Relationship between Organizational Learning and Crisis Management. *Journal of Management Inquiry*, 23(1): 5-21

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