



Crisis and Recovery Leader Participant Insights

Results for

Sam Sample

CONFIDENTIAL

Test Date

18-06-2020



16pf[®]

About the 16pf Crisis and Recovery Leader Model

Crises are low-probability, but high-impact events that can significantly impact stakeholder outcomes, weaken business performance, and potentially threaten the viability of an organisation.

Crises are unexpected, ambiguous, often leave little time to respond, and are catalysts for both positive and negative change. Strong leadership during these times is crucial in influencing how well a business fares after a crisis and how quickly it recovers. Leadership during times of crisis and recovery requires a specific set of competencies and behaviours to navigate the ambiguous and volatile environment that often accompanies the situation.

The 16pf Crisis and Recovery Leader model is comprised of three groupings of competencies that have been identified through scientific research. The leader model emphasises Presence, Connection and Execution. These work behaviours support leader performance in preparing for, navigating through, and recovering from crisis situations.



About this report

The 16pf Crisis and Recovery Leader Participant Insights report describes your Crisis and Recovery Leader profile. Each competency is described in terms of how it contributes to effectiveness during times of organisational crises. Then, a list of behavioural descriptors explains how your current level of that competency is likely to be behaviourally demonstrated in preparing for, navigating through, and recovering from crisis situations. Lastly, a set of development tips are provided to help you leverage your strengths and/or focus on your developmental opportunities. Armed with this information, you can build on strengths and close developmental gaps to ensure you will be prepared, when the time comes.

How to Use this Report

Because the statements in this report are automated, they should be viewed as hypotheses to validate against other sources of data. Treat the information in this report as confidential. It should only be shared with organisational members who have a need to know about it. It should be stored in a separate, secure file.

About the 16pf

The 16pf Questionnaire is a comprehensive measure of adult personality. Its results can be applied to many situations because it provides a full picture of the individual by measuring personality both broadly and deeply. This unique level of insight is supported by more than 60 years of research and application. The results of the questionnaire are generally valid for 12-18 months after completion. They may be less useful if an individual undergoes major changes in their work or life circumstances.

Norm Group

This is the population against which respondents of the 16pf are compared. Using a norm group means a respondent's scores are considered in the context of the type of group they might belong to, rather than in isolation.



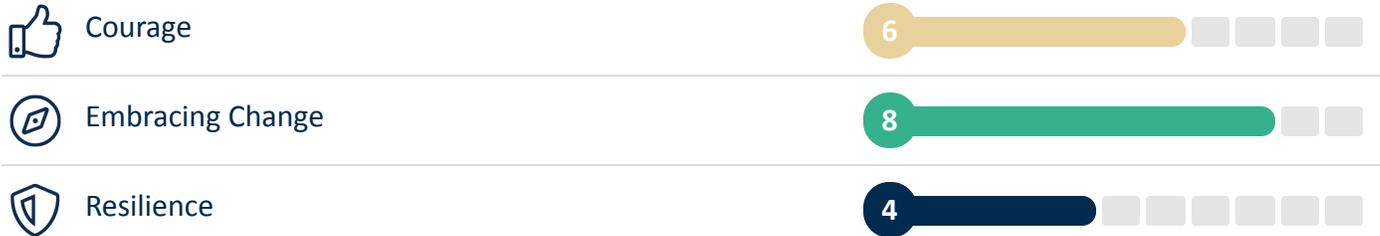
General Population

Overall Summary

This section provides the respondent's likely performance on a set of competencies measured on a 10-point scale.

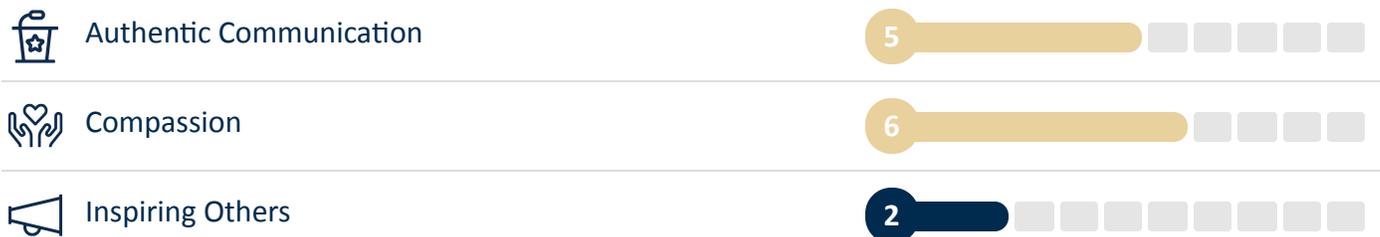
Presence Competency Scores

1-2 Very Low 3-4 Low 5-6 Moderate 7-8 High 9-10 Very High



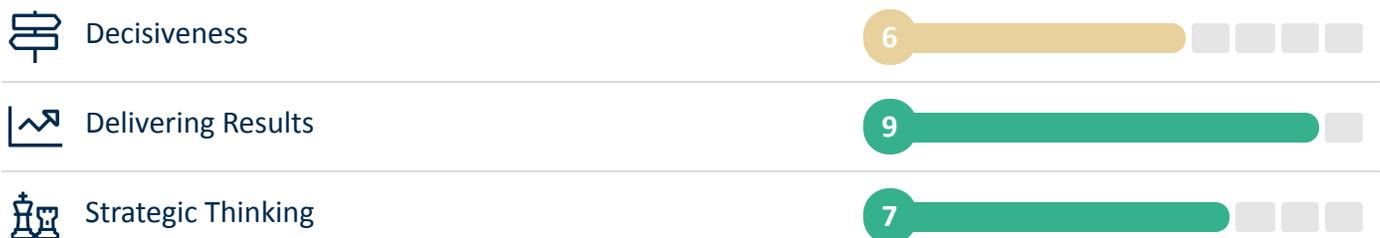
Connection Competency Scores

1-2 Very Low 3-4 Low 5-6 Moderate 7-8 High 9-10 Very High



Execution Competency Scores

1-2 Very Low 3-4 Low 5-6 Moderate 7-8 High 9-10 Very High



Courage

Results: **Moderate**



Trusts in own ability to lead the way by making tough decisions, delivering bad news, and/or speaking up even when it is unpopular.

Why is COURAGE important for Crisis and Recovery leadership?

During times of uncertainty, as many crisis situations are, strong leaders demonstrate courage and confidence. Leaders are plunged into unexpected circumstances where they are expected to make frequent decisions with ambiguous and limited information. Effective leaders have the courage to act even when they are not certain of the consequences. They have the courage to try unproven solutions and adjust their course as necessary until the best option has been identified. They also have the courage to communicate openly with their team about the plans and how they are working, good or bad. These behaviours are equally important during crisis and recovery phases.

Leaders who act with courage instil confidence in their followers. A lack of assurance in leadership can create a sense of insecurity within the workplace, which can lead to reduced productivity, commitment and satisfaction. Leaders who are slow to act, focused on traditional solutions, or unwilling to communicate with their subordinates are likely to be seen as ineffective and could lose respect.

Knowing where you fall on this competency can provide you with a deeper understanding of your level of courage and how it can help or hinder you in crisis and recovery situations.

Behavioural Indicators

- In general, you are agreeable and accommodating; however, you will speak up and advocate for your team when it is important.
- When you feel a sense of confidence, you are able to demonstrate it authentically.
- When you receive negative feedback or experience setbacks, your confidence in your ability to lead a team could fluctuate.
- Because it is difficult for you to feign confidence, depending on the situation, you may appear confident and assured and other times you may come across as unsure and insecure.
- You are not likely to take risks and implement solutions that have a chance of not being successful. This approach may mean you miss out on efficiencies and/or development opportunities for you and your team.



Courage *(continued)*

Development Tips

- ✓ Showing courage as a leader often takes the form of making difficult decisions. In crisis situations this means making difficult decisions with little, and possibly inaccurate, information. Strong crisis leaders cannot be afraid to act even if they make a wrong choice. They make decisions, evaluate and then pivot, as needed. The next time you are faced with a challenging decision, make the best choice based on the information available. Then, put processes into place to receive feedback on its effectiveness. Be ready with back-up plans and other alternatives if the decision does not work out as planned.
- ✓ Building trust and instilling confidence in you and the organisation, are earned by demonstrating your willingness to make tough decisions, establishing clear plans and objectives, and communicating confidently. These behaviours are important under normal circumstances but become especially important when in a crisis. You are able to act confidently when things are going well; however, your self-confidence can fluctuate when you experience challenges. Feelings of doubt are normal and sharing those feelings with a trusted colleague or friend can be helpful. If you are leading in a highly uncertain situation and your employees are feeling anxious or concerned, practice communicating with assurance and cautious optimism that you and the organisation are doing all that can be done under the circumstances. Additionally, gathering as much information about your organisation's strategic plan for the crisis can also increase your understanding and ability to genuinely communicate support.



Embracing Change

Results: High

Maintains a positive attitude toward change and appreciates the opportunities that change presents.



Why is EMBRACING CHANGE important to Crisis and Recovery leadership?

No organisation can experience a crisis and work through a recovery without implementing some type of change. Crises by their very nature are unexpected and create situations that are novel to organisations. Most organisations are not adequately prepared to handle the situations and therefore must quickly learn and implement strategies to address the problems. These situations often require innovative ideas, processes and ways of approaching the business to effectively adjust to the new landscape. Organisations need leaders who are able to generate the strategies and implement them effectively throughout the business.

Effective Crisis and Recovery leaders are change-oriented, embrace the opportunities created by the crisis, and lead their employees through the implementation of recovery strategies. Leaders who demonstrate resistance to change or are uncomfortable with the uncertainty of trying new tactics are not likely to be effective at moving their groups through the crisis and recovery phases. Crises change organisations, effective ones learn from the disruption and are agile enough to grow and learn from it. A key part of being one of the surviving and thriving organisations is to have leaders who identify what needs to be done and embrace the changes that need to be implemented.

Knowing your attitude toward change can help you to better understand how you would react if faced with extensive changes as a result of a crisis. Then, you can take the steps needed to ensure you could effectively guide your organisation through a crisis and recovery.

Behavioural Indicators



You have a positive reaction to change, this is likely to mean you are an energising leader in a crisis, demonstrating to others how to embrace the change that a crisis naturally brings.



Given that you generally embrace change, you are likely to try new problem-solving strategies in a crisis, yielding some positive results.



Your enthusiasm for change in a crisis could mean that you don't always provide your team with the stability some people crave when things are uncertain.



Your preference for trying out new ways of solving problems could mean you don't apply proven methods when you should; in a crisis situation this could mean losing valuable time with experimentation.



Your natural preference to be agile gives you the flexibility to respond quickly throughout a crisis and into recovery. However, you need to be mindful that a more stable approach may be required of you as the recovery period progresses and your team and organisation start to return to a business as usual approach.



Embraces Change *(continued)*

Development Tips

- ✓ As a leader, you should use your natural preference for change in a crisis to energise others. Be a spokesperson and advocate for the changes that are needed to survive a crisis. Share creative responses to change regularly with others. Be a sounding board for the other more change-adverse leaders in your organisation, helping them address their fears and anxieties around change.
- ✓ Be mindful of implementing too many changes during a crisis. Whilst it is important to be responsive to changing circumstances and consider novel approaches, it is also important to rely on your previous experience as a leader, and use solutions and approaches that you now have worked in the past, where relevant. Experience remains a great teacher, especially in times of crisis.



Resilience

Results: Low



Recovers quickly from setbacks, disappointments, and criticism.

Why is RESILIENCE important for Crisis and Recovery leadership?

The stakes are high when organisations are in crisis and leaders feel immense pressure to minimise the negative impact to the organisation and its employees. Even in the midst of the crisis, leaders begin to shift their focus to leading the organisation through a quick recovery. Not to mention that during these challenging times, uncertainty and ambiguity are rampant, leaving leaders without a clear roadmap for navigating the situation. With the burden they are carrying and the vagueness surrounding them, it comes as no surprise that leaders are dealing with a variety of emotions that could interfere with their decisions and interpersonal communications.

Resilient leaders are able to handle the stressors related to crises more effectively than those who are not, which allows them to maintain personal effectiveness and guide others through the murky waters. Leaders who are high in resilience demonstrate emotional control, approach adverse situations calmly with a solution-oriented focus, and adapt and deploy strategies to address the most pressing issues. They understand, and convey to others, that the crisis is likely a short-term challenge and they reframe the situation to highlight potential opportunities that help the organisation to reach its long-term goals. Their confidence and optimism can create a sense of stability within their team, which may help to lessen the effects of the crisis on their attitudes and performance. Effective crisis leaders are personally resilient and use it to create a supportive environment for their employees.

Because organisations in crisis need positive, adaptable, determined, committed and emotionally stable leaders to guide the organisation through crisis and recovery, those low in resilience are likely to have difficulty managing the stressors that are inevitable under the circumstances. As such, the employees who report to these leaders are likely to experience more negative consequences, which can ultimately diminish employee morale, organisation commitment and performance.

Knowing your level of resilience can help you understand how you react to stressful situations and identify opportunities to improve your personal resilience as well as model resilient behaviours for your team.

Behavioural Indicators

-  You may be seen as more open and honest about your emotions than other people, which can help you establish an open and authentic relationship with your team.
-  You likely consider the need to make changes more carefully than others, which your employees are likely to appreciate, as you are not prone to unpredictable and spontaneous change.
-  You may react negatively to negative feedback or criticism.
-  You may have difficulty controlling your emotions in times of crisis, which could negatively affect your personal effectiveness and that of your team, as they may not feel confident in your leadership.
-  Sharing your authentic feelings and emotions with your team can build trust with your employees under normal circumstances. However, in crisis situations, when there are often a lot of negative emotions, sharing your feelings of concern could fuel negativity among your team and diminish their satisfaction and performance.



Resilience *(continued)*

Development Tips

- ✓ You are very likely to respond negatively when you encounter difficult situations and may abandon projects when you experience obstacles. As a leader, your actions and reactions are closely watched by your team and they are likely to follow your lead. The next time you experience a setback, be aware of the behaviour you exhibit to your team. Take time to process your initial emotions privately or with a trusted friend or colleague before communicating to your team. Regroup and create a message for your team that is less emotionally laden and focuses on solutions and goals. This outward expression of confidence and positivity is particularly important in crisis situations, when emotions are running high and uncertainty is abundant.
- ✓ You are more likely than others to find difficult situations challenging or overwhelming. You may benefit from dividing large challenges into more manageable steps. Smaller steps will help clarify your plan for overcoming the challenge. Although difficult during crises or unpredictable circumstances, it may also be helpful to develop a network of colleagues who you can turn to for advice, or with whom you can share ideas.



Authentic Communication

Results: **Moderate**



Presents compelling arguments with transparency and authenticity; understands others' perspectives and needs, and identifies and shares common goals.

Why is AUTHENTIC COMMUNICATION important for Crisis and Recovery leadership?

During times of crisis and its subsequent recovery, the messages that are communicated within an organisation can make a big difference in employee morale, engagement and commitment. When organisations fail to adequately address the negative impact that the uncertainty, ambiguity, and organisational decisions have had on the workforce, employees are likely to feel devalued and unimportant. Additionally, when employees do not have a chance to provide a voice in the decisions that are being made to bring health back to the business, they are less likely to actively support the organisations initiatives.

Effective crisis leaders understand the importance of communication and make sure that they not only share information with their employees but do so in an authentic manner. By showing their true feelings and empathising, leaders can build trust and a connection with their teams. Especially when a large group of people are experiencing a negative event, it's important for everyone involved to be humanised and seen as vulnerable and compassionate, especially the leaders. Crisis and recovery leaders need to mobilise teams to implement recovery solutions and motivating the group requires their trust and commitment. How a leader communicates and interacts with their team is a key part of influencing and inspiring them to perform.

Effective leaders consciously work to remain consistent with their direction. Knowing where you fall on this competency will help you to understand how you can improve your communication style so that you can be authentically communicate with your team during challenging times.

Behavioural Indicators

- You are likely to take a balanced approach when communicating to your team, meaning that you use facts and logic to support your argument whilst also addressing the personal concerns of your audience.
- You tend to communicate assuredly, expressing thoughts and recommendations without needing a lot of clarification.
- You may not always be motivated to use emotion and excitement to help sell ideas or recommendations.
- In general, your team finds your communications to be open and honest, but you are likely to find it challenging to communicate negative information or undesirable changes with as much conviction.
- You may try to adjust your communication style to influence different members of your audience, but are not always able to adapt fully. This could be an issue in crisis and recovery situations when frequent communication is required to a variety of audiences.



Authentic Communication *(continued)*

Development Tips

- ✓ When communicating in a crisis, it is critical your non-verbal behaviour and style matches the content of your message. Review the language of key messages in detail, considering how you use emotive words, adjectives and images to create maximum impact and ensuring the audience feels the sincerity of your message.
- ✓ You may benefit from anticipating and planning for the types of resistance you might encounter when trying to gain support for your recommendations. You should ensure that you think through a logical way to make your argument, gather supporting facts and details in advance, communicate your prepared facts and the selling points, and reaffirm your views if opposed.



Compassion

Results: **Moderate**



Strives to understand others' feelings and treats others with empathy, compassion, and respect.

Why is COMPASSION important for Crisis and Recovery leadership?

Crisis situations bring with them ambiguity, change and general instability. Under these circumstances, individuals can become anxious, unfocused, and tense. A strong crisis leader acknowledges and addresses the emotional toll that a crisis can take on their team whilst also confidently establishing a business strategy.

In times of crisis, where team members are expected to adapt quickly and work effectively with limited, likely changing, information, a leader who acknowledges the undesirable circumstances and attends to the emotional health of their team, will be more effective. Some team members will be more affected by the crisis than others and it is especially important to take the time to actively listen and not show criticism. When the crisis has passed and the team needs to pull together to work through the recovery, having strong, trusting relationships will be beneficial for all. Research has shown that compassion leads to a sense of psychological safety which often translates to increased productivity, job satisfaction, engagement, commitment, and organisational citizenship behaviours.

Knowing where you fall on this competency can help you to understand how much compassion you are likely demonstrating to your team. If you tend to focus on projects and tasks in most of your interactions, you could be missing out on opportunities to build trust and set your team up for success.

Behavioural Indicators

- 

You are likely to spend at least some time considering people's feelings and perspectives when making people-related decisions and will likely balance their needs with organisational or business needs.
- 

You are likely to occasionally schedule a meeting with each individual direct report specifically to focus on understanding their needs and concerns - a practice that will serve you and your team well during times of crisis.
- 

You may typically avoid or delay delivering difficult messages due to concerns about people's reactions. In times of crisis, when you are busy dealing with many new and unexpected issues, it can be easier than ever to avoid these types of conversations. However, communication is critical during a time of crisis, and it is important to share both good news and bad. Team members who receive no information are likely already thinking about 'worse case scenarios' and will appreciate you being open and honest with them and helping them prepare for what may be happening in the future. Focussing on the benefits to the employee of having these open, although difficult, conversations can help to motivate you to schedule a time specifically to discuss good news and bad, and to be forthright when doing so.
- 

Your consideration for people's emotional reactions could reduce your ability to be fully impartial when you need to make objective business-focused decisions - the types of decisions which can be important in times of crisis.
- 

Your preference for adopting a balance between focussing on showing compassion for others in times of crisis and focussing on core business deliverables. This can be a benefit as a leader, as long as you remember to flex your approach as crisis moves into recovery and slightly more business focus becomes needed.



Compassion *(continued)*

Development Tips

- ✓ You may occasionally struggle to hold people accountable, as you are likely to empathise with struggles and setbacks your direct reports experience or let your personal feelings about a team member influence performance-related decisions. This is even more likely in a time of crisis, where others are dealing with more issues and problems than normal. Whilst it is acceptable to make allowances in this time, it's also important to ensure that you maintain a focus on results and find a way to balance business needs with your team's personal needs. It can be helpful to talk to your team about the situation and explain that you understand what they are going through and will support them in any way you can, whilst making it clear that the business needs must be met. Drawing a clear connection between their efforts, key business outcomes, and the positive affect these outcomes will have on them can help to keep them motivated as well.
- ✓ Crisis situations often require leaders to make some dispassionate, bottom-line decisions which may negatively impact people. Because you put some emphasis on your teams' needs you may have trouble making some tougher, more objective decisions if you know they will have a negative impact on others. It may make it easier to choose the best course of action by first identifying the most important outcomes in the time of crisis (e.g., reducing revenue, retaining clients, retaining staff, shifting strategy). Then, identify potential options and choose the ones that maximise your chance of achieving these most important outcomes. Talking your options over with others can also help, especially if they tend to be very objective; they may be able to provide some perspective that you have overlooked.

Inspiring Others

Results: Very Low

Conveys a sense of purpose and enthusiasm that engages others and creates an environment where people are inspired to do their best.



Why is INSPIRING OTHERS important for Crisis and Recovery leadership?

A vital part of a leader’s job is to encourage and drive employees to work together toward a common goal. To be effective at this, a leader needs to convey a sense of purpose and enthusiasm that engages others and creates an environment where people are inspired to do their best. In crisis situations, when organisations are making changes and adjusting to a new business environment, employees can feel a strong sense of uncertainty. When the uncertainty pervades a team or organisation, it can have a detrimental effect on employee performance and lead to poor morale. Leaders who demonstrate positivity, communicate clear goals, address employee concerns and model commitment can counteract the negative consequences and motivate their team through the crisis and recovery.

Knowing where you fall on this competency can help you gain a better understanding of how your motivational style may be inspiring those around you.

Behavioural Indicators

- Your reserved style is likely to be perceived by others as serious and focused.
- You are likely to believe that others are internally motivated and do not need external inspiration to succeed.
- You may struggle with energising and engaging others.
- In ambiguous situations, like crises, your employees are not likely to have a clear understanding of their goals and objectives.
- Because of your style, you may have the unintended effect of demotivating some employees, especially when there is negative information to share.



Inspiring Others *(continued)*

Development Tips

- ✓ Employees who have clear objectives, feel supported and have the appropriate resources to be successful are motivated to do their best work. Your style is not likely to strongly address these areas. You would benefit from taking the time to identify your group's goals, communicate and confirm understanding and agreement from your team. Additionally, show your team you are committed to helping them by doing personal check-ins and identifying and removing obstacles that could impede performance.
- ✓ In crisis situations, there is a strong likelihood that leaders, such as yourself, will need to communicate negative information to employees. The method of sharing the message as well as the content of the message can have a significant impact on how it is received. Before sharing bad news, gather all of the information you need to answer questions that may be asked. Be informed and transparent; acknowledge the unpleasant nature of the situation or information. As a result, your employees will be more accepting and willing to focus on team effectiveness.

Decisiveness

Results: **Moderate**

Evaluates data and courses of action using an unbiased and rational approach; makes timely decisions that are well-reasoned and effective.



Why is DECISIVENESS important for Crisis and Recovery leadership?

Being able to make sound decisions quickly is a crucial part of being a successful leader, and this becomes even more critical in times of crisis. Crisis and recovery situations bring with them a great deal of uncertainty and ambiguity for organisations who are forced to adapt quickly to changing circumstances. Leaders are often required to make challenging and difficult decisions which can have a significant impact on the future success of the organisation. However, due to the unfamiliarity of the situation, leaders are often forced to make these decisions based on limited information and data. It is therefore important for leaders to balance the need to make decisions expediently, whilst still being objective and taking into consideration multiple vantage points. Effective crisis leaders must also take a dynamic approach to collecting data as the crisis unfolds to assess the effectiveness of their response and act quickly to make refinements in light of new information and developments.

During the recovery period, decision making becomes more planful and strategic as leaders try to move their teams and organisations past the crisis and into a new stage. Decisions during the crisis are made quickly and often within a smaller group of leaders who are trying to minimise the impact of the crisis. Once the focus shifts to the recovery and there is better understanding of the effects of the crisis on the organisation, decision making strategies are likely to become broader and more collaborative. Effective leaders understand this difference and begin to involve other leaders and employees in the problem solving and strategy development in the recovery stage. This is an important step in helping to gain commitment and align the organisation on its approach to recovery.

Knowing your decision-making approach can help you to understand how you are likely to act when in crisis and recovery scenarios and can take steps to improve your effectiveness and that of your team.

Behavioural Indicators

-  When under pressure, you may be comfortable making quick decisions without needing to review all possible solutions.
-  You are likely to consider some alternative solutions and possible consequences before making decisions.
-  You may sometimes falter when faced with making unpopular or difficult decisions, which are likely to be more frequent when organisations are in crisis.
-  You may occasionally be influenced by subjective or irrelevant information when making time-sensitive decisions, which could impact the effectiveness of your solutions.
-  You are likely to consider information objectively when making decisions, but may sometimes be influenced by subjective information or personal feelings during times where emotions are high.



Decisiveness *(continued)*

Development Tips

- ✓ Organisations in crisis often require quick action to minimise the effects during the crisis phase. When making decisions under pressure, you should consider how you can best balance the quality of your decision-making process with the requirement to make efficient and timely decisions. Identifying the most relevant information up front may help you to focus your decision-making process so that you can arrive at effective solutions quickly.
- ✓ When it comes to involving others in the decision-making process, identify key people who are best placed to provide relevant input and multiple perspectives. If you have to make an unpopular decision, stand firm in your solution and have a rebuttal or defence prepared up front. Backing up your position with specific data and remaining objective during the discussion will help alleviate concerns that others may have.

Delivering Results

Results: **Very High**

Demonstrates determination, persistence, and a commitment to producing results that exceed expectations.



Why is DELIVERING RESULTS important for Crisis and Recovery leadership?

Leaders who are focused on delivering results show determination, persistence and commitment to producing results that exceed expectations. Even under normal circumstances these leaders push themselves and their team outside of their comfort zone and have high standards for success. In crisis situations, these behaviours are particularly valuable, as the organisation needs to act quickly, follow-through, and try new solutions.

During recovery, leaders with these qualities are needed to ensure that the recovery plan is being implemented accurately and with a focus on achieving results. Leaders who are less results-focused may not act quickly enough for an organisation to react effectively to a problem or prevent additional issues from arising. They also may delay the organisation’s recovery by doing what is needed, but without an emphasis on timeliness, efficiency and effectiveness.

As a leader, you can help move the organisation from crisis to recovery to health by keeping your team focused on crucial activities. Knowing where you fall on this competency can help you to understand how you approach work and goal achievement.

Behavioural Indicators

- You are very likely to have a powerful drive to meet your goals. Therefore, obstacles are unlikely to discourage you from continuing to strive towards those goals.
- In addition to being focused on achieving goals, you are also interested in improving the quality and efficiency of the work that you do. If you see opportunities to make an improvement, you will speak up and make the enhancement.
- Your tendency to compete and desire to out-perform your colleagues may limit your ability to collaborate and develop relationships with others within the organisation.
- Your high personal standards and willingness to do what it takes to achieve or exceed your goals may impact your team’s morale. People you lead may find it difficult to meet your standards and fulfil all of your tasks and requests.
- You are successful and driven. Whilst this can be seen as a benefit, it may lead to you taking on more than you can manage.

 **Delivering Results** *(continued)***Development Tips**

- ✓ You are determined, persistent and highly committed to meeting and achieving your work objectives. You will take action to perform whatever tasks are necessary to ensure that your goals are met. Individuals with this level of drive have the risk of a singular focus. There are times when organisational priorities change and/or obstacles arise that lead one to need to change a goal or extend a timeline. You could see these outcomes as failure to meet your goal, even when the reasons are outside of your control. To prevent such a narrowed focus, regularly revisit your goals against those of the organisation to ensure that they are aligned and reasonable. If not, adjustments and edits can be discussed.
- ✓ A strong focus on achieving goals is beneficial to the organisation's bottom line. However, if the goals were achieved without considering the thoughts, feelings, suggestions and job satisfaction of the individuals involved, then the organisation will experience a different set of costly, negative consequences. In crisis situations when leaders are often narrowly focused on how to handle the situation, employees can often be forgotten. You should request feedback from others and check in on the emotional health of your team. Ensuring that individuals feel valued and recognised is as important as achieving results. You should pay attention to the balance that you are currently demonstrating.



Strategic Thinking

Results: High



Considers longer-term goals and thinks broadly and with a future-orientation.

Why is STRATEGIC THINKING important for Crisis and Recovery leadership?

A crisis by its very nature is an intense and difficult time for everyone involved. When organisations are in crisis, the solutions for weathering the storm and continuing in its aftermath are not usually clear. Effective crisis and recovery leaders have the ability take a broad view, understand how the factors interact, and establish a strategic vision for the team. Often the vision has been adapted or even changed completely from before the crisis. The ability to pivot and realign goals and objectives in reaction to an event or in preparation for future needs, is part of what makes these leaders effective. They are also able to align groups, departments and team members and move them in the same direction toward activities that will help the organisation to recover.

Knowing your thinking style and how strategic you are by nature can help you in understanding the best way to approach future challenges.

Behavioural Indicators

- 

You are able to effectively monitor and re-evaluate decisions, priorities, and plans in order to achieve a strategic vision. Your skills in this area would benefit you in a crisis situation when it is important to consistently reevaluate and devise strategy.
- 

You pay attention to organisational happenings and are focused on identifying and removing potential obstacles and looking for opportunities to further the goals of your team.
- 

You may find it difficult to work with leaders who are less strategically focused than you as they are likely to champion ideas that maintain the status quo and focus on short-term issues.
- 

As you prefer to think about the big picture, you may struggle to create a detailed implementation plan without help from others.
- 

Your focus on long-term strategies will ensure that your team is poised to help the organisation reach its future potential; but it may cause you to pay less attention to the, more immediate, short-term goals that are needed for the state of the current business.



Strategic Thinking *(continued)*

Development Tips

- ✓ Your penchant for big ideas and a broader strategy is exactly your organisation needs during times of crisis and recovery. Remember that implementing these strategies often takes detailed project planning to ensure that they are successful. You are likely to prefer working at a higher than what might be required. When it's time for details, involve others who are more adept at identifying the project steps to help you or for delegation. It's easy to miss details and asking for help can prevent oversights.
- ✓ Your enthusiasm and excitement for the organisation's future will help to drive the organisation forward on projects related to those goals. However, in most organisations, there are short-term objectives that need to be accomplished in preparation for the long-term goals. To ensure that you do not inadvertently overlook your team's short-term goals, create a method for tracking all goals. Keep communication channels and consistently evaluate your team's progress across the objectives. As with any crisis and recovery situation, be flexible and reprioritise to ensure they continue to align with the larger organisation's strategy.

Competency Definitions

This section presents definitions of all competencies for reference.

Presence Competencies

**Courage**

Trusts in own ability to lead the way by making tough decisions, delivering bad news, and/or speaking up even when it is unpopular.

**Embracing Change**

Maintains a positive attitude toward change and appreciates the opportunities that change presents.

**Resilience**

Recovers quickly from setbacks, disappointments, and criticism.

Connection Competencies

**Authentic Communication**

Presents compelling arguments with transparency and authenticity; understands others' perspectives and needs, and identifies and shares common goals.

**Compassion**

Strives to understand others' feelings and treats others with empathy, compassion, and respect.

**Inspiring Others**

Conveys a sense of purpose and enthusiasm that engages others and creates an environment where people are inspired to do their best.

Execution Competencies



Decisiveness

Evaluates data and courses of action using an unbiased and rational approach; makes timely decisions that are well-reasoned and effective.



Delivering Results

Demonstrates determination, persistence, and a commitment to producing results that exceed expectations.



Strategic Thinking

Considers longer-term goals and thinks broadly and with a future-orientation.
