

# Leadership Imperatives During the Recovery Stage of a Crisis



Geerts, J. M., Kinnair, D., Taheri, P., Abraham, A., Ahn, J., Atun, R., Barberia, L., Best, N. J., Dandona, R., Dhahri, A. A., Emilsson, L., Free, J. R., Gardam, M., Geerts, W. H., Ihekweazu, C., Johnson, S., Kooijman, A., Lafontaine, A. T., Leshem, E., ... Bilodeau, M. (2021). [Guidance for Health Care Leaders During the Recovery Stage of the COVID-19 Pandemic: A Consensus Statement](#). *JAMA Network Open*, 4(7), e2120295–e2120295

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# Leadership Imperatives During the Recovery Stage of a Crisis - Mapped to LEADS

Jaason Geerts, PhD

No.	Imperative	Leadership Capabilities	LEADS Domains & Capabilities
<b>People Focus</b>			
1.	Acknowledge staff and celebrate successes	Celebrate others, acknowledge performance, resilience	<b>EO:</b> contribute to the creation of healthy organizations; communicate effectively
2.	Provide support for staff wellbeing	Empathy, emotional intelligence, support teams, model self-care	<b>LS:</b> manage themselves <b>EO:</b> foster development of others
<b>Environmental scan (present and future focus)</b>			
3.	Develop a clear understanding of the current local and global context, along with informed projections	Curate information, develop a reliable network, mobilise knowledge, systems thinking, understand the socio-political context; embrace the VUCA context, forecast future risks and possibilities	<b>DC:</b> mobilize knowledge; purposefully build partnerships and networks to create results; navigate socio-political environments <b>ST:</b> demonstrate systems/critical thinking; orient themselves strategically to the future
<b>Learning and preparation (past and future focus)</b>			
4.	Prepare for emergencies (personnel, resources, protocols, contingency plans, coalitions, and training)	Self-awareness, self development, develop others, resilience, provide resources, decision-making, communication, adaptability, emergency preparedness, develop coalitions, lead continuous improvement	<b>LS:</b> are self-aware; develop themselves <b>EO:</b> build teams; foster development of others; communicate effectively <b>AR:</b> assess and evaluate; take action to implement decisions
<b>Recalibrating, optimizing, and organizing (present focus)</b>			
5.	Re-assess priorities explicitly and regularly and provide purpose, meaning, and direction	Set the strategy, provide direction, inspire others, communication	<b>EO:</b> communicate effectively <b>AR:</b> strategically align decisions with vision, values, and evidence; set direction; take action to implement decisions <b>DC:</b> demonstrate a commitment to people and service; mobilize knowledge <b>ST:</b> orient themselves strategically to the future

Note: LS = Lead Self, EO = Engage Others, AR = Achieve Results, DC = Develop Coalitions, ST = Systems Transformation

No.	Imperative	Leadership Capabilities	LEADS Domains & Capabilities
<b>Recalibrating, optimizing, and organizing (continued)</b>			
6.	Maximize team, organizational, and system performance and discuss enhancements	Communication, lead team performance, motivation, conflict resolution, inspire a shared purpose	<p><b>EO:</b> foster development of others; communicate effectively; contribute to the creation of healthy organizations</p> <p><b>AR:</b> assess and evaluate; strategically align decisions with vision, values, and evidence; set direction; take action to implement decisions</p> <p><b>DC:</b> mobilize knowledge; demonstrate a commitment to people and service</p> <p><b>ST:</b> champion and orchestrate change</p>
7.	Manage the backlog of paused services and consider improvements, while avoiding burnout and moral distress	Management, prioritisation, empathy	<p><b>EO:</b> contribute to the creation of healthy organizations</p> <p><b>AR:</b> strategically align decisions with vision, values, and evidence; set direction</p> <p><b>DC:</b> demonstrate a commitment to people and service</p>
<b>Envisioning (future focus)</b>			
8.	Sustain learning, innovations, and collaborations, and imagine future possibilities	Inspire others, encourage and support innovation, lead change, inspire a shared vision	<p><b>EO:</b> contribute to the creation of healthy organizations</p> <p><b>AR:</b> strategically align decisions with vision, values, and evidence; take action to implement decisions</p> <p><b>DC:</b> mobilize knowledge; purposefully build partnerships and networks to create results</p> <p><b>ST:</b> encourage and support innovation; champion and orchestrate change; orient themselves strategically to the future</p>
<b>Crisis Communication</b>			
9.	Provide regular communication and engender trust	Communication, create a culture of trust, trustworthiness	<p><b>LS:</b> demonstrate character</p> <p><b>EO:</b> communicate effectively; contribute to the creation of healthy organizations</p>

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No.	Imperative	Leadership Capabilities	LEADS Domains & Capabilities
<b>Crisis Communication (continued)</b>			
10.	Advise government with public health and fellow leaders on requirements, exchange information with other organizations, and inform staff and the community to improve equitable and integrated care and emergency preparedness system-wide	Understand the socio-political context, mobilize knowledge, communication, public relations, develop coalitions, trustworthiness	<b>EO:</b> communicate effectively <b>DC:</b> mobilize knowledge; demonstrate a commitment to people and service; navigate socio-political environments; purposefully build partnerships and networks to create results <b>ST:</b> encourage and support innovation; champion and orchestrate change; orient themselves strategically to the future; demonstrate systems/ critical thinking

Note: LS = Lead Self, EO = Engage Others, AR = Achieve Results, DC = Develop Coalitions, ST = Systems Transformation

**For more information on this research project, contact:**

Jaason Geerts, PhD  
 Director, Research and Leadership Development  
 Canadian College of Health Leaders  
[jgeerts@leadscanada.net](mailto:jgeerts@leadscanada.net) | [www.cchl-ccls.ca](http://www.cchl-ccls.ca) | [www.leadscanada.net](http://www.leadscanada.net)

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