Leadership Imperatives
During the Recovery Stage of a Crisis

Stage 1: Escalation
Stage 2: Emergency
Stage 3: Recovery
Stage 4: Resolution

Environmental Scan
Develop a clear understanding of the current local and global context, along with informed projections

Learning and preparation
Prepare for emergencies (personnel, resources, protocols, contingency plans, coalitions, and training)

Recalibrating, optimizing, and organizing
Manage the backlog of paused services and consider improvements, while avoiding burnout and moral distress
Maximize team, organizational, and system performance and discuss enhancements
Re-assess priorities explicitly and regularly and provide purpose, meaning, and direction

People Focus
Acknowledge staff and celebrate successes
Provide support for staff wellbeing

Crisis communication
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
Provide regular communication and engender trust

Envisioning
Sustain learning, innovations, and collaborations, and imagine future possibilities

Readership Imperatives
Leadership Imperatives During the Recovery Stage of a Crisis


www.cchl-ccls.ca l info@cchl-ccls.ca
## Leadership Imperatives During the Recovery Stage of a Crisis - Mapped to LEADS

**Jaason Geerts, PhD**

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

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

Note: LS = Lead Self, EO = Engage Others, AR = Achieve Results, DC = Develop Coalitions, ST = Systems Transformation
<table>
<thead>
<tr>
<th>No.</th>
<th>Imperative</th>
<th>Leadership Capabilities</th>
<th>LEADS Domains &amp; Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.</td>
<td>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</td>
<td>Understand the socio-political context, mobilize knowledge, communication, public relations, develop coalitions, trustworthiness</td>
<td>EO: communicate effectively&lt;br&gt;DC: mobilize knowledge; demonstrate a commitment to people and service; navigate socio-political environments; purposefully build partnerships and networks to create results&lt;br&gt;ST: encourage and support innovation; champion and orchestrate change; orient themselves strategically to the future; demonstrate systems/critical thinking</td>
</tr>
</tbody>
</table>

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  
[igeerts@leadscanada.net](mailto:igeerts@leadscanada.net) | [www.cchl-ccls.ca](http://www.cchl-ccls.ca) | [www.leadscanada.net](http://www.leadscanada.net)

---

Research grant support from:

![Healthcare Excellence Canada](image)