

Leading, sensemaking and the future

Leadership in times of crisis

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**Absorbing uncertainty
& establishing a framework
of orientation**



**Open communication of
contingencies of decision
making**

**Call for leadership
in crisis situations**



Expectation *to lead*

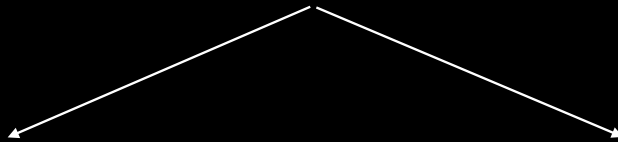


**Over-taxing the role
of leaders?**

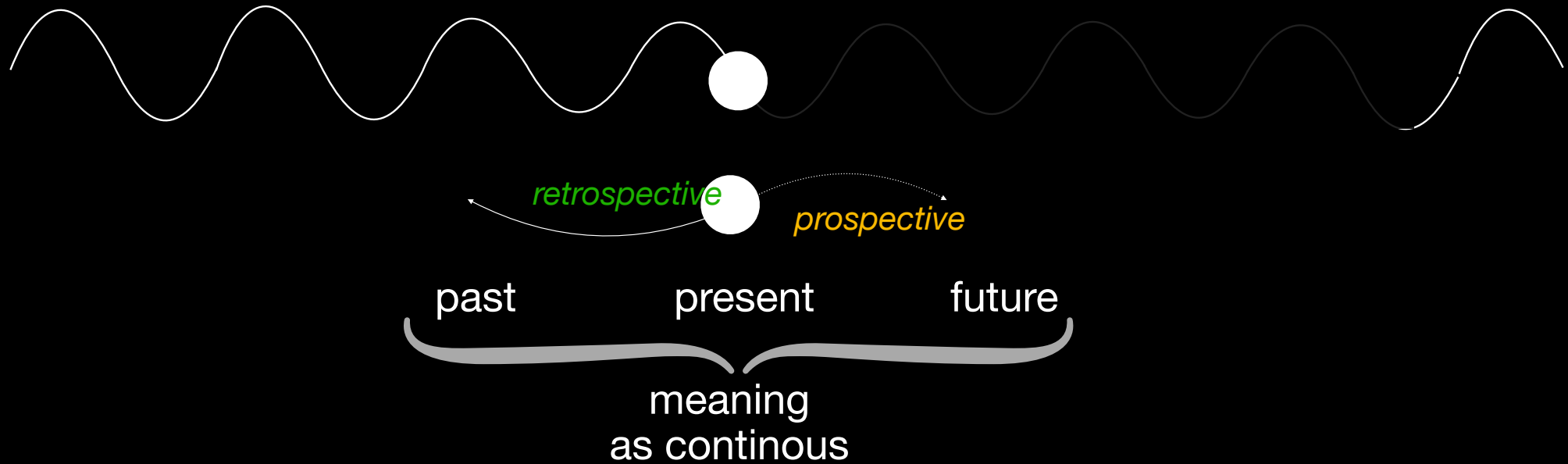
**Leading
in crisis situations**

Sensemaking

**Future
temporal perspective
of things to come**

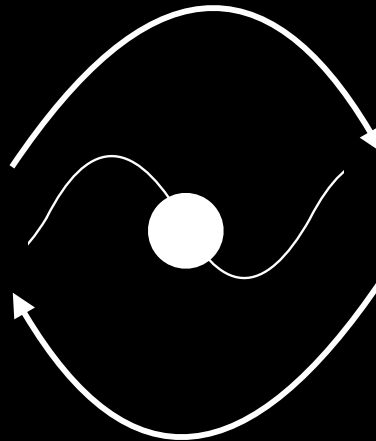


Non-crisis situation => „normal life“



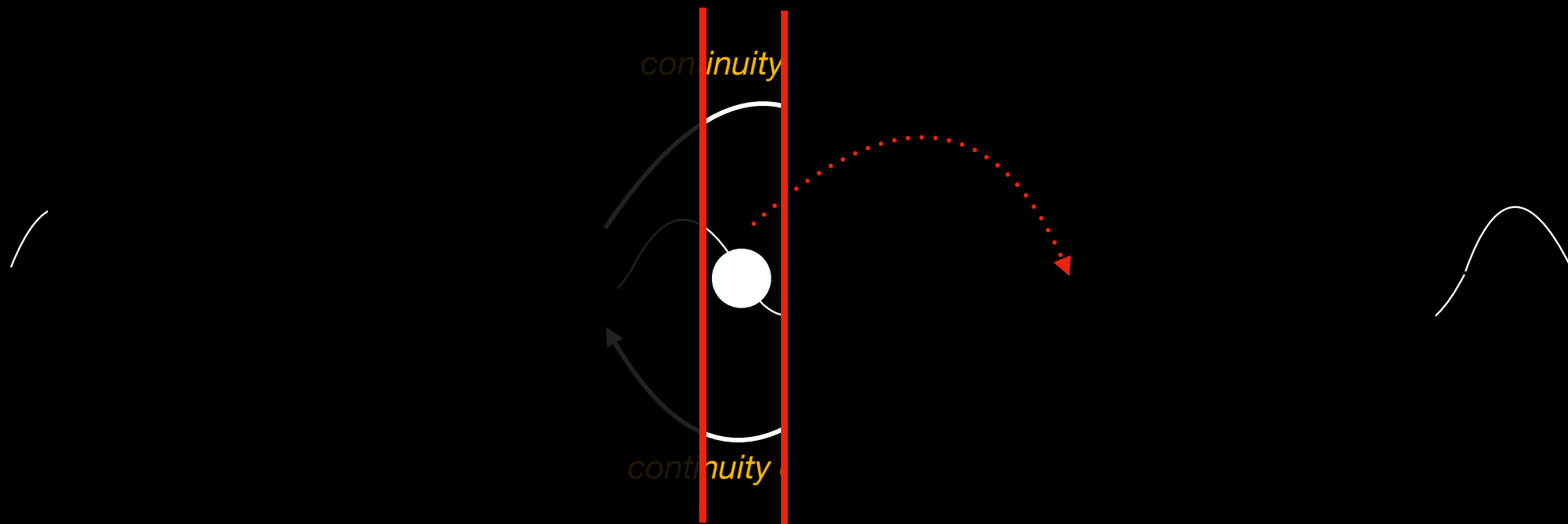
Non-crisis situation => „normal life“

continuity construction



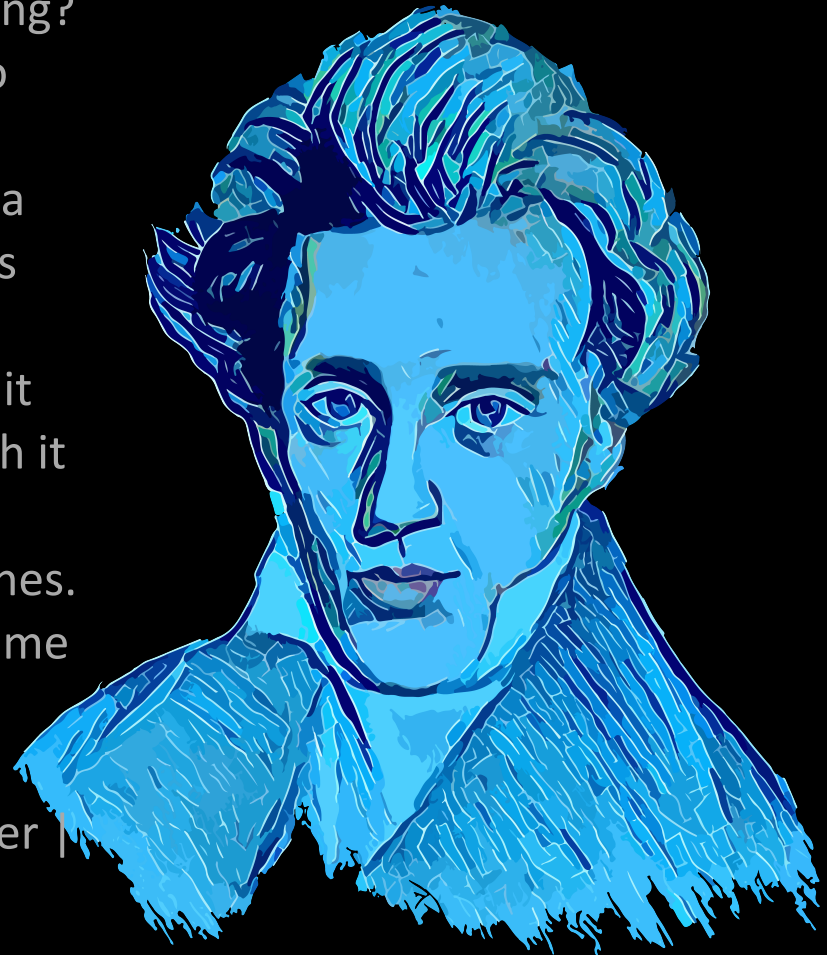
continuity experience

Crisis situation



„What is going to happen?
What will the future bring?
I do not know, I have no
presentiment. When a
spider flings itself from a
fixed point down into its
consequences, it
continually sees before it
an empty space in which it
can find no foothold,
however much it stretches.
So it is with me; before me
is continually an empty
space [...].“

Søren Kierkegaard, Either |
Or





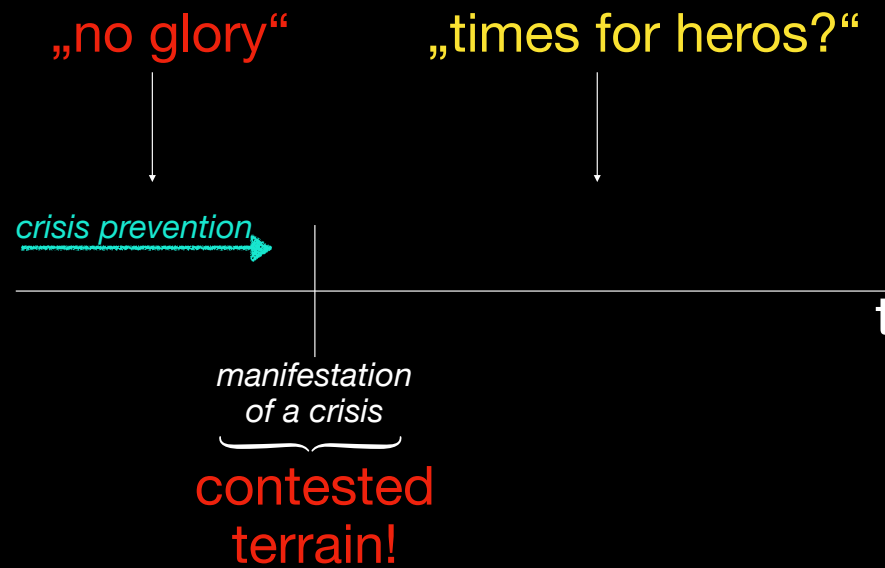
If we take up
Kierkegaard's
metaphor,
then in crisis
situations we
find ourselves
in free fall.



Reconstitution of meaning

- a) How does something come to be an event?
- b) What does an event mean?
- c) What should we do now?

The constitution of a crisis



The constitution of a crisis

to create
urgency



„G~~X~~on“



„Drop your tools“



repeal the
„law of
instrument“

Get new tools!



... but how?

Leadership

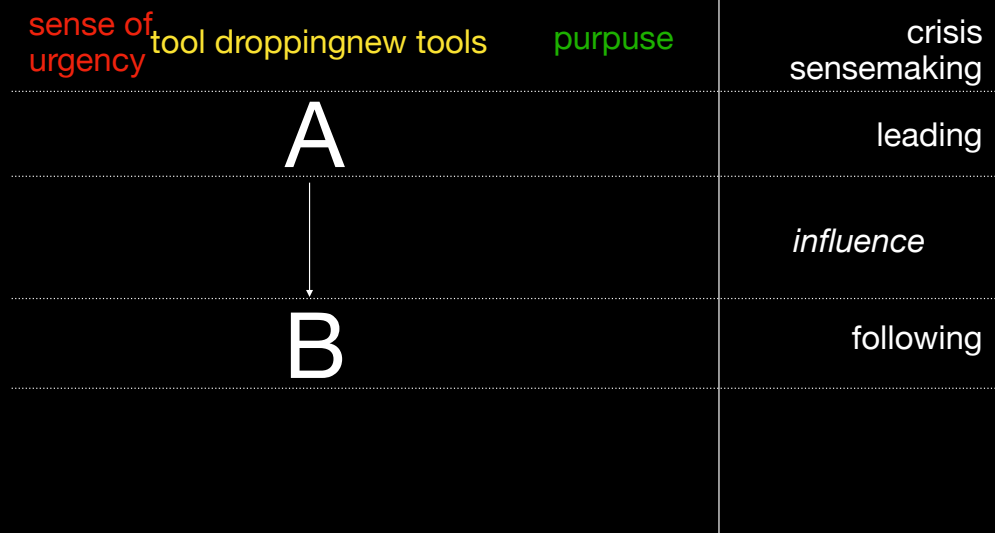
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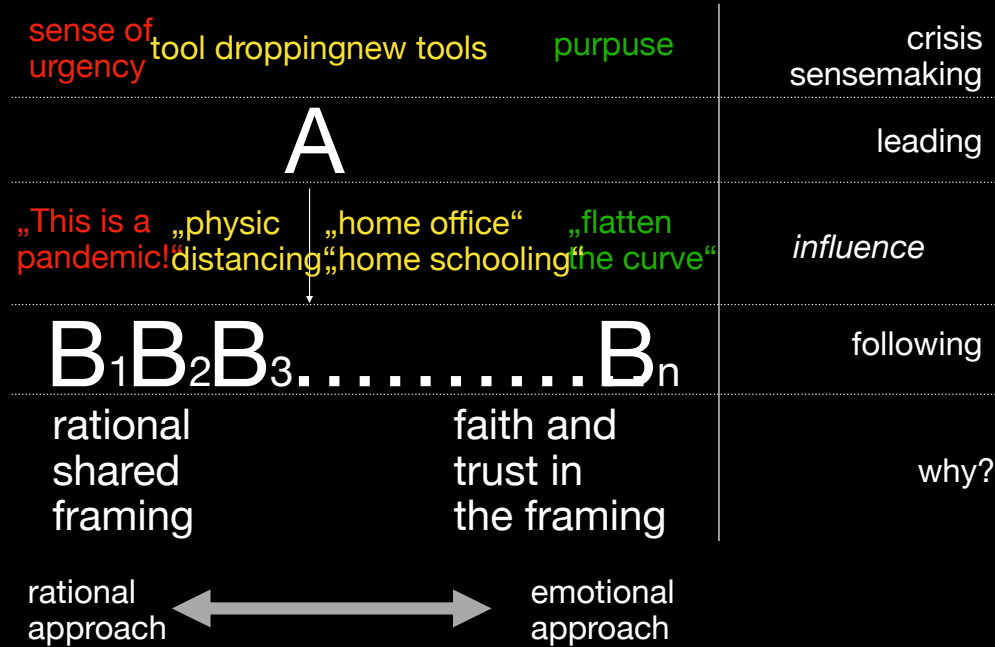
B

to lead =
to constitute and to
make use of an
asymmetric situation
of influence

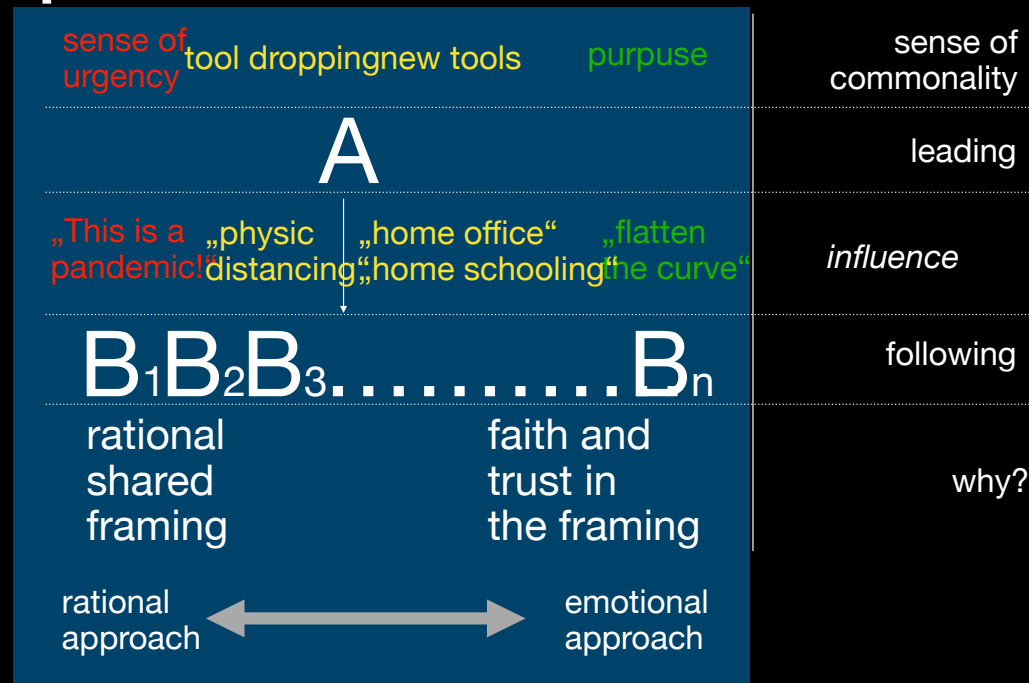
Leadership



Leadership

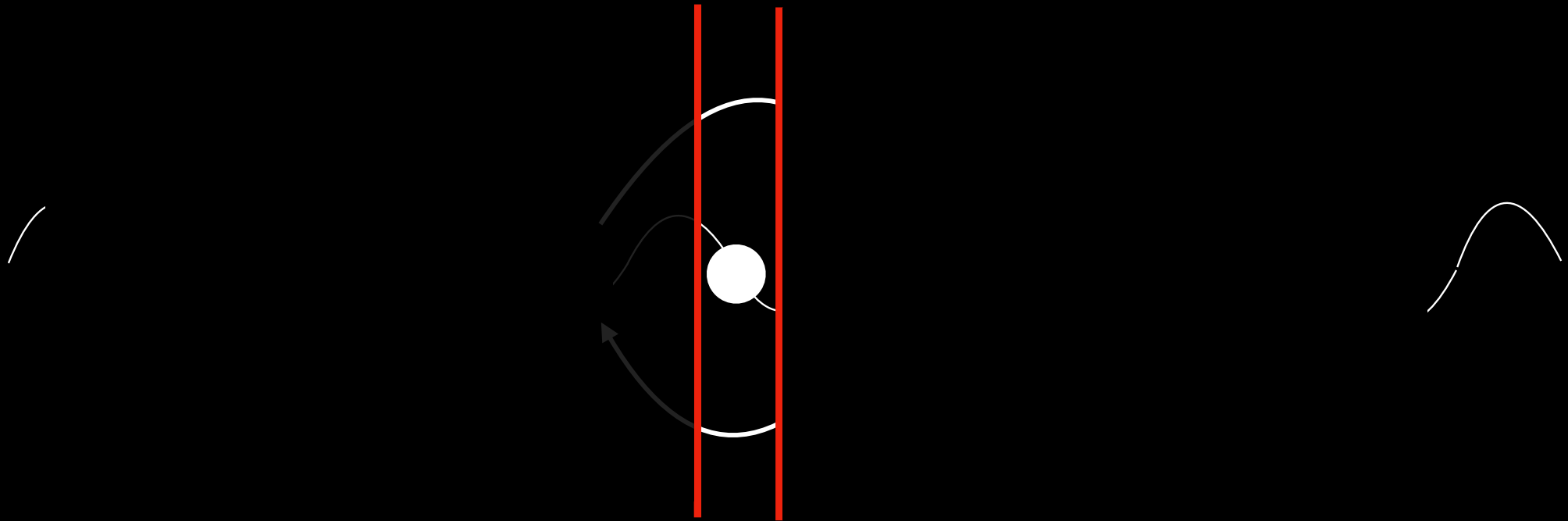


Leadership

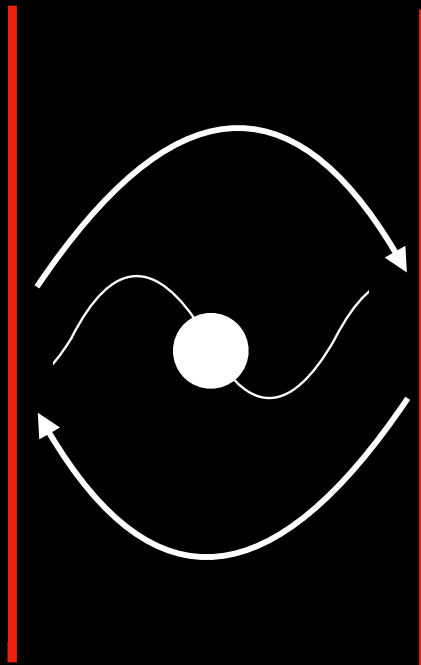




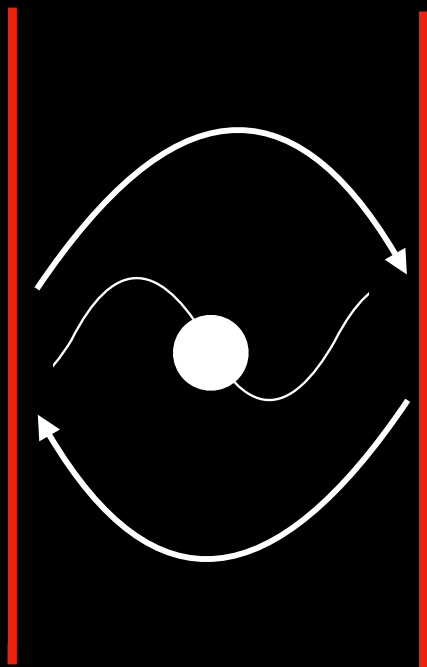
making sense within the crisis



making sense within the crisis



making sense within the crisis



?

crisis
duration
complexity
uncertainty

high

low

low

high

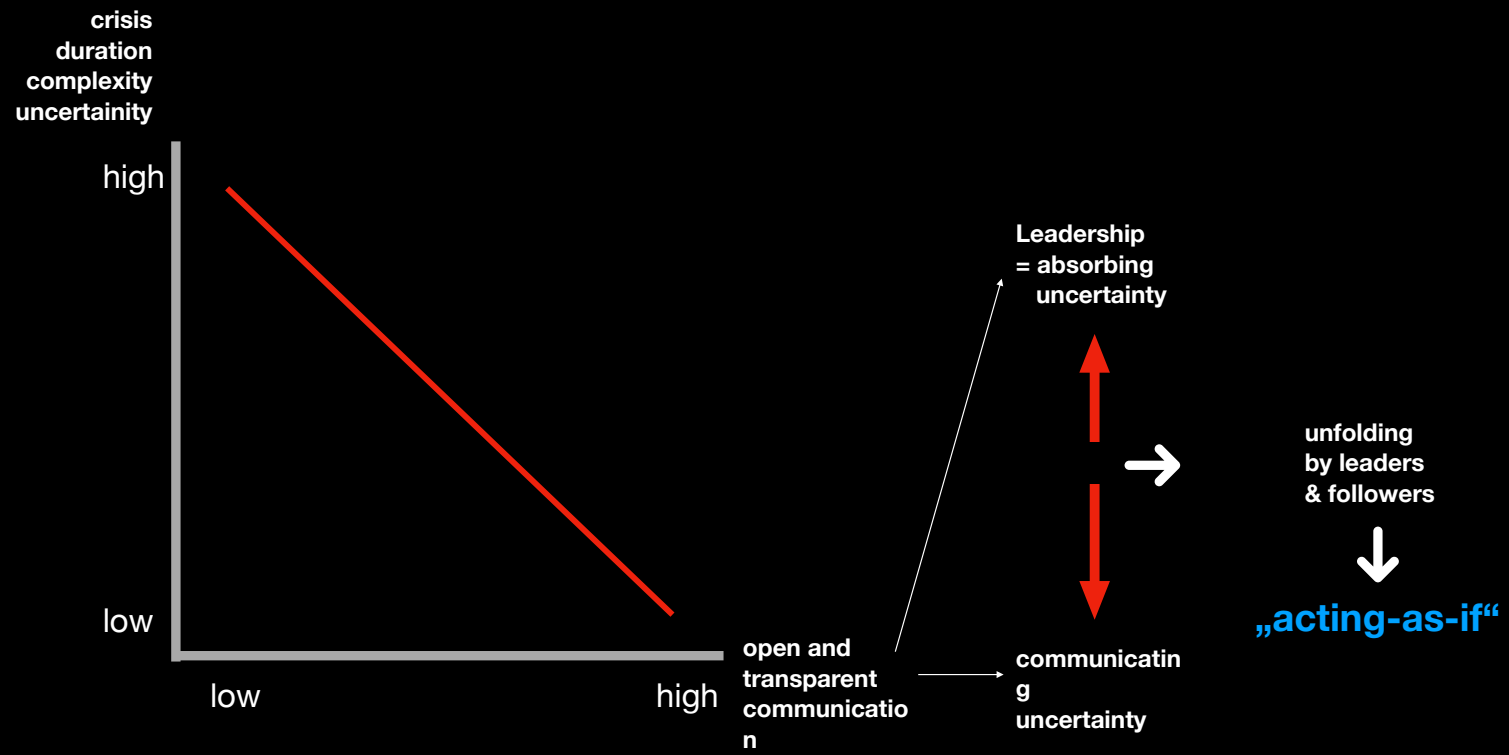
open and
transparent
communicatio
n

Leadership
= absorbing
uncertainty

communicatin
g
uncertainty

unfolding
by leaders
& followers

„acting-as-if“



....there's a lot more to say, of course...

....but I hope I've inspired you to think further!

Thank you for watching, take care & stay healthy!