Crisis and Recovery Leadership calls for a strength and style of leadership that can help instill confidence, engagement, and a sense of purpose in the midst of heavy uncertainty and struggle. Whether it's as local as a company restructure or as vast as a worldwide event, crisis situations require leaders to project the steadiness and confidence their team needs, even as they themselves are also struggling. The Crisis and Recovery Leadership model highlights ten key competencies proven to help support leadership performance to recover from times of crisis.

Use this model to:

- Gain insight into a candidate or employee's readiness to lead a team during a crisis

- Help managers to adapt their natural leadership approach when crisis hits

- Unite your leadership team to maintain morale and productivity despite difficult circumstances

When selecting or developing talent with this model, keep in mind that readiness for crisis leadership may only be one element of their success. Consider also the competencies needed for the person's job function.

COMPETENCIES

Composure and Resiliency – Individuals who display this competency are able to deal effectively with pressure, maintain focus and intensity, and remain optimistic and persistent, even under adversity. This competency includes the ability and propensity to recover quickly from setbacks, rejections, and conflicts and to maintain self-control in the face of hostility or provocation.

Comfort with Ambiguity – People who show this competency are at ease in work situations without clear guidelines, structure, or known outcomes. They are able to operate effectively within ambiguous environments and view novel situations as challenges rather than as stressors.

Learning Agility – Individuals who display this competency discern patterns in data, recognize relationships between concepts, and rapidly apply learning from one context to solve analogous problems in different contexts.

Communicating – An individual who exhibits this competency provides the information required by others in a concise, direct, and unambiguous way. He or she perceives how the message affects the receiver and strives to ensure that the receiver clearly understands the specifics and function of the message.

Delegating – Those who exhibit this competency display strong awareness of when, how, and to whom to delegate and will clearly communicate objectives, tasks, long-term benefits, and expectations for outcomes in order to empower others to take greater responsibility.

Leading Change – Individuals who exhibit this competency effectively create a vision for change and engage others to implement the change process.

Team Building – A person who exhibits this competency enables and encourages group members to work together to complete tasks and accomplish goals that individual members could not accomplish alone.

Decisiveness – Individuals who exhibit this competency tend to take calculated risks by making decisions and taking action, even in the absence of all information.

Information Seeking – Individuals who demonstrate this competency are driven by an underlying curiosity and desire to know more about things, people, or issues. This involves going beyond routine questions and includes digging or pressing for exact information; resolving discrepancies by asking a series of questions; or conducting less-focused environmental scanning for opportunities or miscellaneous information that may be used in the future.

Planning and Priority Setting – A person who demonstrates this competency identifies the priorities, processes, and practical actions that are necessary to achieve an objective or an idea. This competency requires developing detailed action or project plans including objectives, accountabilities, time frames, standards, review stages, and contingencies.

JOB MODEL

Leading	Active Communication	Interpersonal Dynamics	Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberate Decision Making	Creativity and Innovation	Quality Focus	**Composure and Resiliency**
Leadership Communication	Conflict Management	Helpfulness	**Decisiveness**	Analytical Thinking	Compliance	Generating and Expressing Enthusiasm
Driving Results	Negotiating	Service Focus	Strategic Thinking	**Learning Agility**	Response Orientation	Strength of Conviction
Leading Change	Active Listening	Relationship Building	Organizational Citizenship	Scientific Acumen	Safety Focus	Achievement Motivation and Perseverance
Managing Innovation	**Communicating**	Collaboration and Teamwork	**Information Seeking**	Business Acumen	Process Management	Self-Awareness
Managing Quality	Instructing	Organizational Savvy			Time Management	Adaptability
Team Building		Global Mindset			**Planning and Priority Setting**	Initiating Action
Coaching and Developing Others					Organizing and Documenting Information	Accountability
Delegating					Applying Standard Practices	Professionalism
Fact-Based Management						Continuous Learning
Strategic Talent Management						Extended Task Focus
Directing						**Comfort with Ambiguity**

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