

Important Management and Leadership Behaviour in Crisis

The following seven categories were created on the basis of the focus group/survey results.

Category Name (3 rd to 5 th iteration)	Description: <i>The manager/leader inspires others' trust in his/her ability to ...</i>
Emotional Intelligence and Resilience	...demonstrate awareness of self and others, with the ability to listen, understand and relate to concerns and fears, and yet remain in control of own emotions.
Trust-based Empowerment of Others	...identify the right people or teams for the right tasks, convey his/her confidence in them and delegate appropriate decision-making authority; recognize their performance and remain positive throughout.
Thoughtful and Responsible Resource Management	...visibly plan and organize the allocation of scarce resources and resolve resourcing issues; ensure appropriately tight monitoring and control procedures, without unduly compromising the authority delegated to others.
Unwavering Steadfastness in Adversity	...demonstrate focus on agreed priorities and persistence in pursuing the best available options; maintain composure and resistance to undue pressures by the various stakeholders.
Strategic Lateral Thinking with Best-Outcome Orientation	...demonstrate a vision despite and beyond the existing adversity, with creative ideas to reach the longer-term objectives; thereby explain the need for change, outlining and negotiating options and applying judgment.
Unambiguous and Purposeful Communication	...convey general information, ideas, issues, options and decisions clearly, timely, and in a manner appropriate to the situation and the audience; and to ensure clarity of thought and clarity of purpose of actions taken at all times.
Decision-Making under Pressure and Constraints	...make decisive moves as appropriate in the given situation, consider all available information (or lack of) in reaching the decision-making point, and accept ownership and accountability for decisions taken.