

When a crisis strikes, a good leader...

1. Read the quotes and discuss whether you agree or disagree with them.

“Leadership is not a popularity contest.”

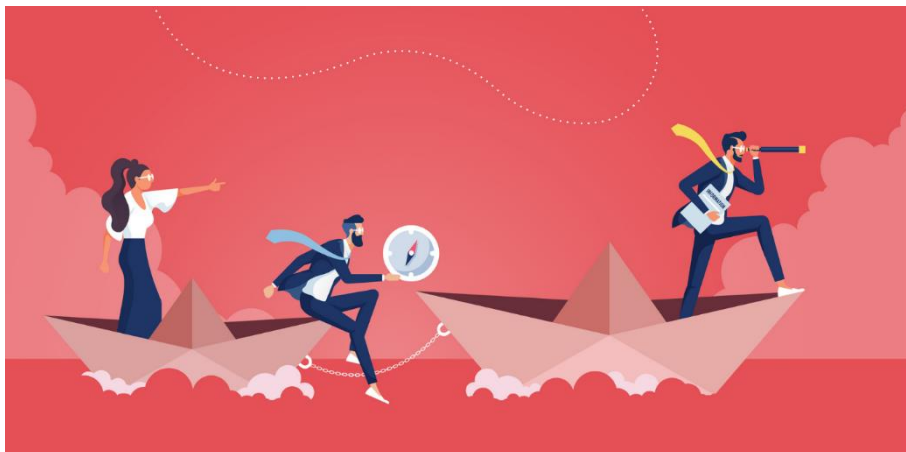
Ed Bastian, CEO of Delta Air Lines, Inc.

“Leadership is not about necessarily being the loudest in the room, but instead being the bridge, or the thing that is missing in the discussion and trying to build a consensus from there.”

Jacinda Ardern, New Zealand Prime Minister

2. Read the list of words that are used to describe leaders and discuss the questions below.

- autocrat
 - demagogue
 - facilitator
 - instigator of change
 - pacesetter
 - people pleaser
 - servant leader
 - torchbearer
 - unwavering captain
 - visionary
- What do the words mean in the context of leadership? Which of the words represent positive and negative personality traits?
 - In your opinion, what type of leader is the best leader? Why?
 - What is the worst type of leader you can imagine?



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3. Complete the sentences with the correct words.

- a) He came to the annual meeting armed **with** all the available data to prove his point.
- b) They incline **to/towards** the view that peace can be achieved.
- c) Ramping **up** humility doesn't equal weakness or insecurity, but rather strength.
- d) At a time of major upheaval, you just have to act **with** urgency and not hide **in** the shadows.
- e) The CEO will lay **out** the plans for the next year at the upcoming company meeting.
- f) The company's future has been **up** in the air since one of its key shareholders was forced to sell their shares.
- g) We need to let go **of** the past and concentrate on the future.

4. Read the sentences from ex. 3 again and answer the questions.

- a) What noun means the need to deal with something quickly? **urgency**
- b) What noun means the quality of being humble? **humility**
- c) What noun means a significant change that often causes problems? **upheaval**
- d) What phrase do we use to say that something should no longer influence you? **let go of something**
- e) What phrase do we use to say that something is uncertain and no final decision has been made about it? **be up in the air**
- f) What verb means to explain something clearly? **lay out**
- g) What verb means to increase? **ramp up**

5. Discuss the questions.

- How can someone lead efficiently at a time of upheaval?
- What types of leaders are needed during a crisis?
- In what ways can leaders support their teams?

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6. Watch a [video](https://youtu.be/Cxf_SRCcaGo) [https://youtu.be/Cxf_SRCcaGo] and explain each piece of advice given by the speaker using one sentence.

- 1) Be transparent
- 2) Act with urgency
- 3) Follow your values
- 4) Share the power

GLOSSARY

steadfastness: the quality of staying the same and not changing quickly or unexpectedly

backfire: to have the opposite result from the one you intended

7. Watch the [video](#) again and answer the questions.

a) What does upheaval create and what do people need in times of upheaval?

Upheaval creates fear, and in the midst of it, people crave security. [00:42]

b) What does communicating with transparency actually mean? Why is it beneficial?

It means that you must share what you know and admit what you don't know as such a kind of honesty creates more psychological safety for people, not less.

[00:56]

c) How did the actions of the New Zealand Prime Minister help her country during the COVID-19 pandemic?

Even though she didn't have a lot of information, she didn't wait to communicate about the threat with the nation and then she took a quick decision to impose a lockdown which saved people's lives. [02:25]

d) What is counterintuitive about the last point the speaker mentions?

Sharing power with those around you during a crisis, because instinctively we want to have even more control at such times. [03:44]

8. Discuss the questions.

- What do you think about the pieces of advice given by the speaker? How valid do you find them?
- What crises can a company experience?
- Can you give an example of a crisis that required a different or unusual approach?