



# LEADING THROUGH CRISIS

Lessons from sport, business and the military



## One-Page Summary Part 2: Operating in Chaos and Uncertainty

**Huw Jennings** is the Academy Director at Fulham Football Club, responsible for managing the Academy programme up to U23 level. The pandemic has forced Huw to adapt the training and management programme of his young players.



*“Sell not tell. If you are going to lead through a crisis you have to take people with you.”*

**Major General Felix Gedney OBE** was the Acting Commander Home Command during the early stages of the COVID-19 pandemic, managing the Army’s initial response to the crisis.



*“When you are telling people what to do, start with why, not what.”*

**Eddie Jones** has been the Head Coach of the England rugby team since 2015. He has had to manage a Six Nations Championship campaign while dealing with the constraints of COVID-19.



*“My job is to make sure the environment is stimulating enough to make our people leave with a smile”*

### Further Investigation:

[3 ways to Navigate Volatility and Drive Change](#)

[Insight No. 9: Learning to Change.](#)

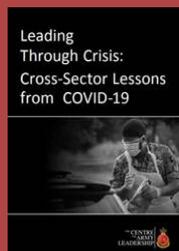
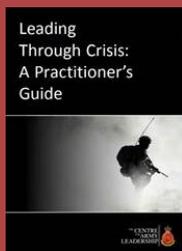
[Captain Kirsty Skinner](#)

[Insight No. 8: Leading Responsibly Through Change.](#)

[Adam Grodecki and Ruth Turner](#)

With a recording of the conference [here](#).

This conference is just a part of our “Leading Through Crisis” series. Our other work can be accessed by clicking on the two publication here:



The second session of the conference looked at the difficulty of leadership in times of chaos and uncertainty. The three panellists reflected on their experience of leading their organisations through the pandemic, from the early stages and full lockdown, through to the emerging “new normal”. The panellists all agreed that the ongoing context presents a unique period of uncertainty for their organisations.

### Leadership Lessons

1. The three C’s of Care, Communication and Consistency are core principles leaders can use to support a team in crisis. Huw Jennings outlined how each of these principles helped him manage his young players. You can read about Huw’s 3 C’s principle in his insight in our [‘Cross-Sector Lessons from COVID-19’](#) paper.
2. It is important to not get distracted by the shock, chaos and uncertainty which a crisis can generate. Major General Gedney argued that it was important that as leaders we develop individuals who can think and act clearly and effectively in times of crisis.
3. The best preparation for any crisis is to build a diverse team of mutually trusting individuals with shared values. The shared values of a team builds trust, allowing diversity of thought and experience to flourish.
4. One of the primary roles of any leader is to anticipate and plan for future uncertainty. Eddie Jones stressed the importance of leaders understanding what they can control, in turn providing their people with certainty in an uncertain world.