



LEADING THROUGH CRISIS

Lessons from sport, business and the military

One-Page Summary Part 3: Future Challenges



Richard Hytner is the founder of *beta baboon* a management consultancy firm and a former Deputy Chairman of Saatchi & Saatchi. Richard offered a refreshing perspective of crisis acting as “turning points” with the potential to renew creative energy.



“To show some vulnerability is to build trust.”

Baroness Sue Campbell is the Director of Women’s Football at the Football Association. Baroness Campbell has had to manage how the FA reacts to the pandemic and what it means for professional women's football.



“Through a crisis having consistency of purpose acts like a rudder.”

Bill Sweeney has been the CEO of the Rugby Football Union since May 2019 having previously served as the CEO of the British Olympic Association for six years. Bill and his team have been leading the RFU’s response to the pandemic.



“Even in an uncertain world leaders must consider the things that they are in control of.”

The final session of the afternoon saw panellists reflect on the potential future challenges their organisations face and what this means for them as leaders both in terms of challenge and opportunity. A view held by all was that the future was near impossible to predict, but that out of the challenges ahead there are enormous opportunities to adapt and evolve.

Leadership Lessons

1. The panellists agreed that not having any sense of where the current crisis will end and the problems associated with managing a workforce under the current restrictions, pose a major challenge for the future. Baroness Campbell argued that the future will require leaders and organisations to be able to adapt, mobilising and engaging individuals in different ways.
2. One of the great advances of the last few months has been an increase in trust, enabled by enforced virtual working. Bill Sweeney argued that a challenge for the future will be to reassess how you measure and monitor performance.
3. The future challenges will also be behavioural and culture. Richard Hytner argued that this will require leaders to lead with purpose and be driven by core values.
4. To effectively deal with the challenges of the future, leaders will have to remove the obstacles for creative thinking and keep the ‘creative muscle’ of teams alive.

Further Investigation:

[What’s your biggest challenge right now? 3x5 Leadership](#)

[What ‘good’ looks like in a pandemic. Harvard Business Review](#)

[CAL Book Review: 21 Lessons for the 21st Century by Yuval Noah Harari reviewed by Captain Katie Spence .](#)

Watch 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:

