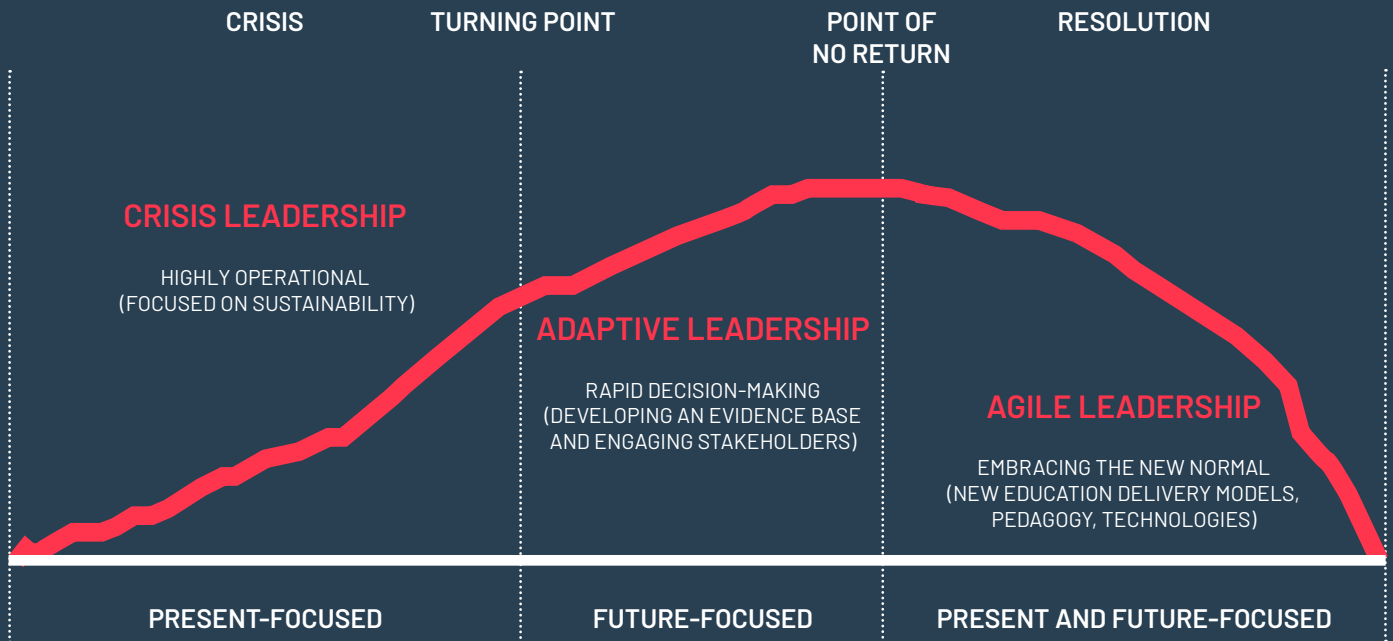# Agile leadership in a time of crisis:
reflections from Victorian Independent Schools

How did key challenges evolve across the pandemic?

Horizontal stacked bar chart comparing LOCKDOWN 1 (MAR 2020), LOCKDOWN 2 (JUL–OCT 2020), and COVID NORMAL across categories: WELLBEING, PEOPLE MANAGEMENT, TEACHING PEDAGOGY, SCHOOL CULTURE, SCHOOL SUSTAINABILITY. X-axis from 0% to 100%.

LOCKDOWN 1 MAR 2020 · LOCKDOWN 2 JUL–OCT 2020 · COVID NORMAL
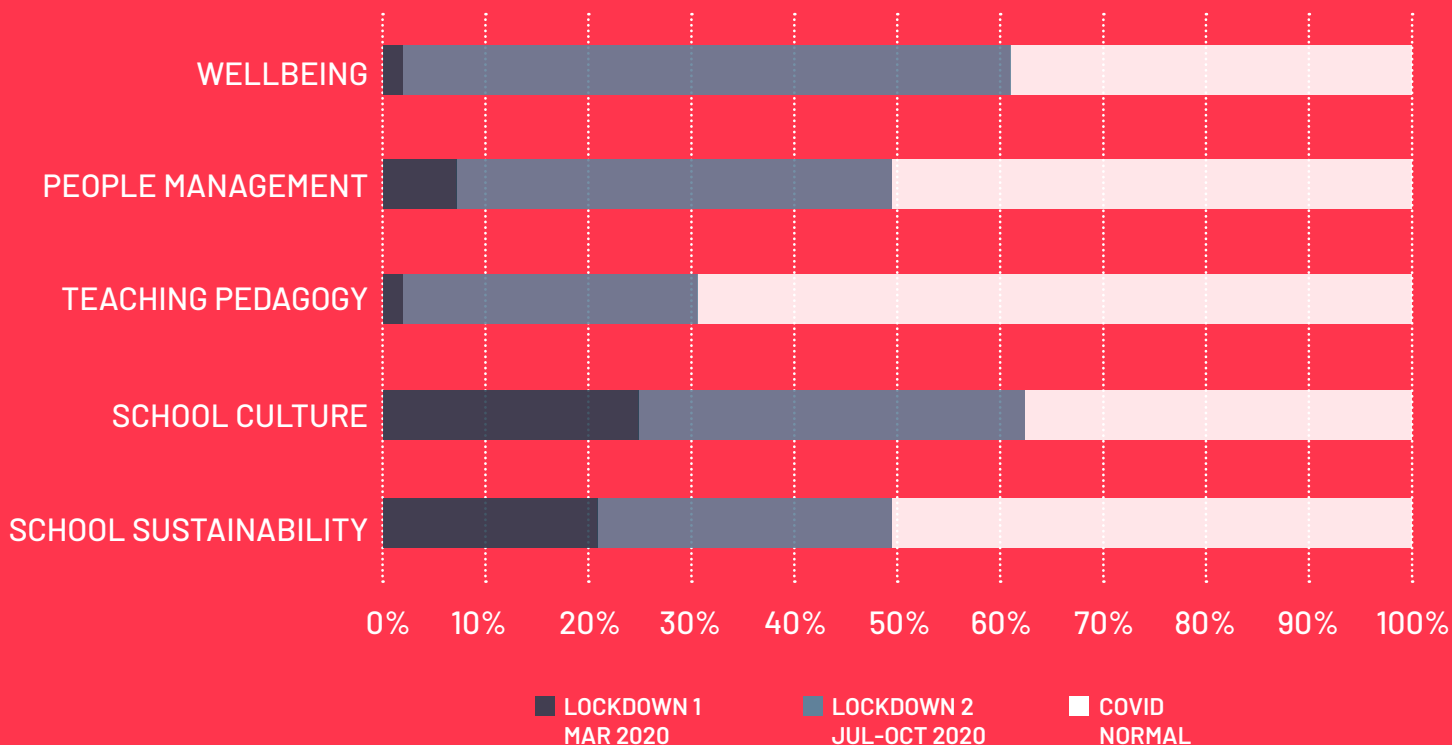
How did leadership styles change?

CRISIS   TURNING POINT   POINT OF NO RETURN   RESOLUTION

CRISIS LEADERSHIP

HIGHLY OPERATIONAL
(FOCUSED ON SUSTAINABILITY)

ADAPTIVE LEADERSHIP

RAPID DECISION-MAKING
(DEVELOPING AN EVIDENCE BASE
AND ENGAGING STAKEHOLDERS)

AGILE LEADERSHIP

EMBRACING THE NEW NORMAL
(NEW EDUCATION DELIVERY MODELS,
PEDAGOGY, TECHNOLOGIES)

PRESENT-FOCUSED   FUTURE-FOCUSED   PRESENT AND FUTURE-FOCUSED

What are the key leadership traits for the new COVID-normal?

1 **SELF-REFLECTIVE**
AWARE OF STRENGTHS AND WEAKNESSES

2 **OPEN MINDED**
ENCOURAGES EVALUATION AND FEEDBACK

3 **OPTIMISTIC**
SEE OPPORTUNITIES AS WELL AS THREATS

4 **RESILIENT**
EMBRACE FAILURE

5 **EMPATHETIC**
PEOPLE FIRST, WELLBEING FOCUS

6 **COLLABORATIVE**
DISTRIBUTE LEADERSHIP, ENCOURAGE TEAMWORK

7 **CREATIVE**
ENCOURAGE CREATIVE THINKING AND INNOVATION

Stay tuned for the full report via
is.vic.edu.au/agile

Independent Schools Victoria

MONASH University