

LEADerShip at a Glance

CHLNet's "Top Three" Suggested LEADS Readings for COVID-19¹

Pisano, G. P., Sadun, R., & Zanini, M. (2020). Lessons from Italy's Response to Coronavirus. *Harvard Business Review* (March 27). https://hbr.org/2020/03/lessons-from-italys-response-to-coronavirus?utm_medium=email&utm_source=newsletter_weekly&utm_campaign=weeklyhotlist_activestivesubs&utm_content=signinnudge&referral=00202&deliveryName=DM74485

The rapidly escalating COVID-19 pandemic has put health care leaders in uncharted territory. Some countries have clearly been more effective in curbing the spread of the virus than others. Much has been written about the practices and policies used in countries such as China, South Korea, Singapore, and Taiwan to successfully stifle the pandemic. While in countries such as Italy and Spain, and unfortunately, throughout much of Europe and the United States, it is already too late to contain COVID-19 in its infancy, and policymakers are struggling, to keep up with the spreading pandemic. In doing so, however, they are repeating many of the errors made early on in Italy, where the pandemic has turned into a disaster. The purpose of this article is to help U.S. and European policymakers at all levels learn from Italy's mistakes so they can recognize and address the unprecedented challenges presented by the rapidly expanding crisis.

Tam, Theresa W. S. (2020). Preparing for uncertainty during public health emergencies: What Canadian health leaders can do now to optimize future emergency response. *Healthcare Management Forum*, 1-4, DOI: 10.1177/0840470420917172. <https://journals.sagepub.com/doi/10.1177/0840470420917172>

This article, written just before the Coronavirus pandemic hit in full force, highlights principles and practices to assist health leaders in preparing for the uncertainty that such events create. It is clear that the pandemic generates high health and socio-economic impacts and that there are many unknowns at the start of future responses to these events. Ultimately, being prepared for the Coronavirus, or any similar disease, is about applying the approaches that we have learned from previous events, using evidence-based practices to develop and strengthen foundational capacities, so that we are able to respond to the unanticipated in proportionate and appropriate ways. This article outlines preparatory practices such as integrating scalability to ensure response activities can be more easily adapted to suit evolving needs; assessing risk and capabilities to inform planning for appropriate response measures; and considering overall flexibility and adaptability of plans, systems, and resources.

¹ As recommended by Dr. Graham Dickson (CHLNet Senior Research Advisor)

McKinsey and Company: Public Sector (2020 March). Special Collection: Coronavirus—Insights on how organizations can respond and what happens next.

<https://www.mckinsey.com/industries/healthcare-systems-and-services/our-insights/beyond-coronavirus-the-path-to-the-next-normal>

A former European defense chief offers leadership lessons for tackling coronavirus.

Thomas Middendorp is a retired general of the Royal Netherlands Army and served as chief of defence of the armed forces of the Netherlands from 2012 to 2017. In a video, he outlines key ideas about how to exercise leadership in a crisis. In addition to highlighting three elements to help leaders build trust, Middendorp answers questions around several topics:

- How to advise organizations dealing with this crisis
- How leaders can communicate in times of crisis
- How leaders can deal with anxiety.
- What leaders should not forget amid a crisis

You can access the video here: <https://www.mckinsey.com/industries/public-sector/our-insights/a-former-european-defense-chief-offers-leadership-lessons-for-tackling-coronavirus>