

ORGANIZING
in Times of Crisis

**Class 2: Democratic leadership,
dictatorship, and the sensemaking battle**

Jochen Koch
European University Viadrina

April 20, 2022

Democratic leadership, dictatorship, and the sensemaking battle

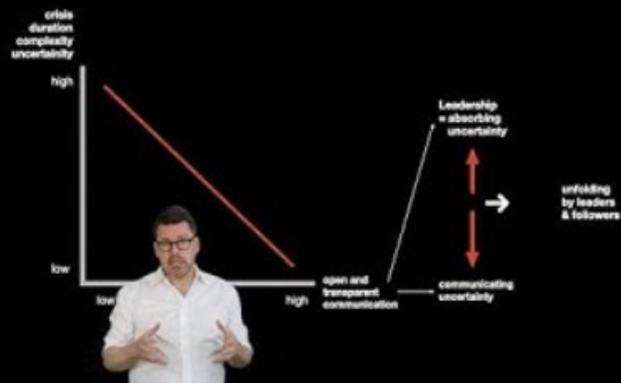
Leadership in times of crisis II

Prof. Dr. Jochen Koch
European University Viadrina

ORGANIZING
in Times of Crisis

Class 5: Leading, Sensemaking and the Future

Jochen Koch
European University Viadrina



Constitution of a crisis

a pandemic

„**it** or us“

a war

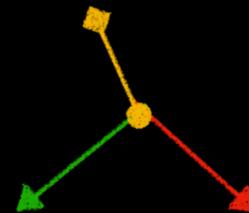
„**them** or us“



a war as a crisis
„them or us“



constitutes an
opposition



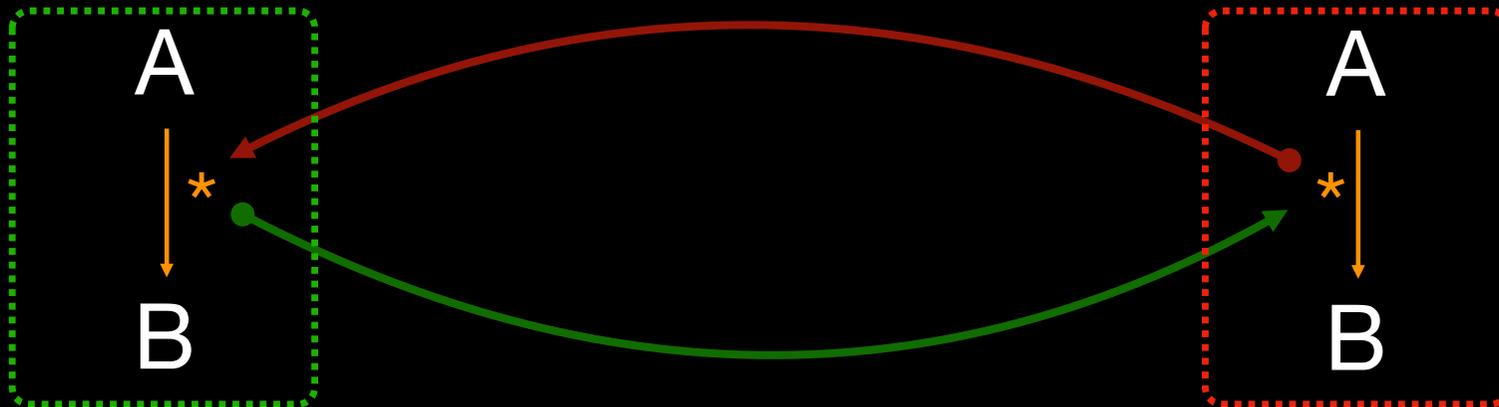
friend vs. foe
good vs. evil
righteousness vs. criminality
.... ..

double perspective

„them or us“

„us or them“

Leadership systems



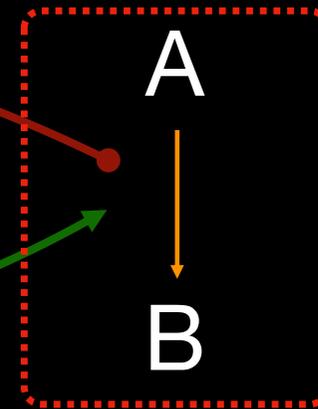
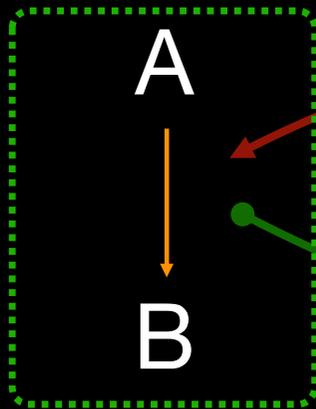
*to lead = to constitute and to make use of an asymmetric situation of influence

double perspective

„them or us“

„us or them“

Leadership systems



„blaming game“

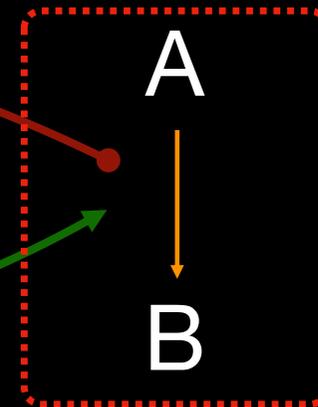
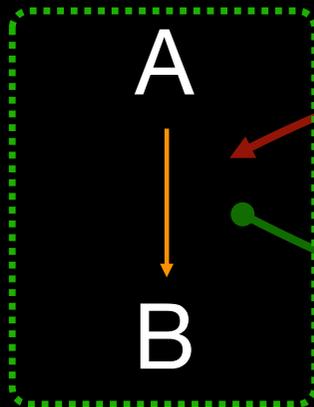


double perspective

„them or us“

„us or them“

Leadership systems



„blaming game“

contested role assignment
aggressor ↗ attacked



leadership sensemaking process in times of crisis

(1) crisis as an „**it** or us“  creating a sense of urgency
and adequate action

(2) crisis as a „**them** or us“  creating a sense of enmity

 deriving a sense of urgency
and adequate action

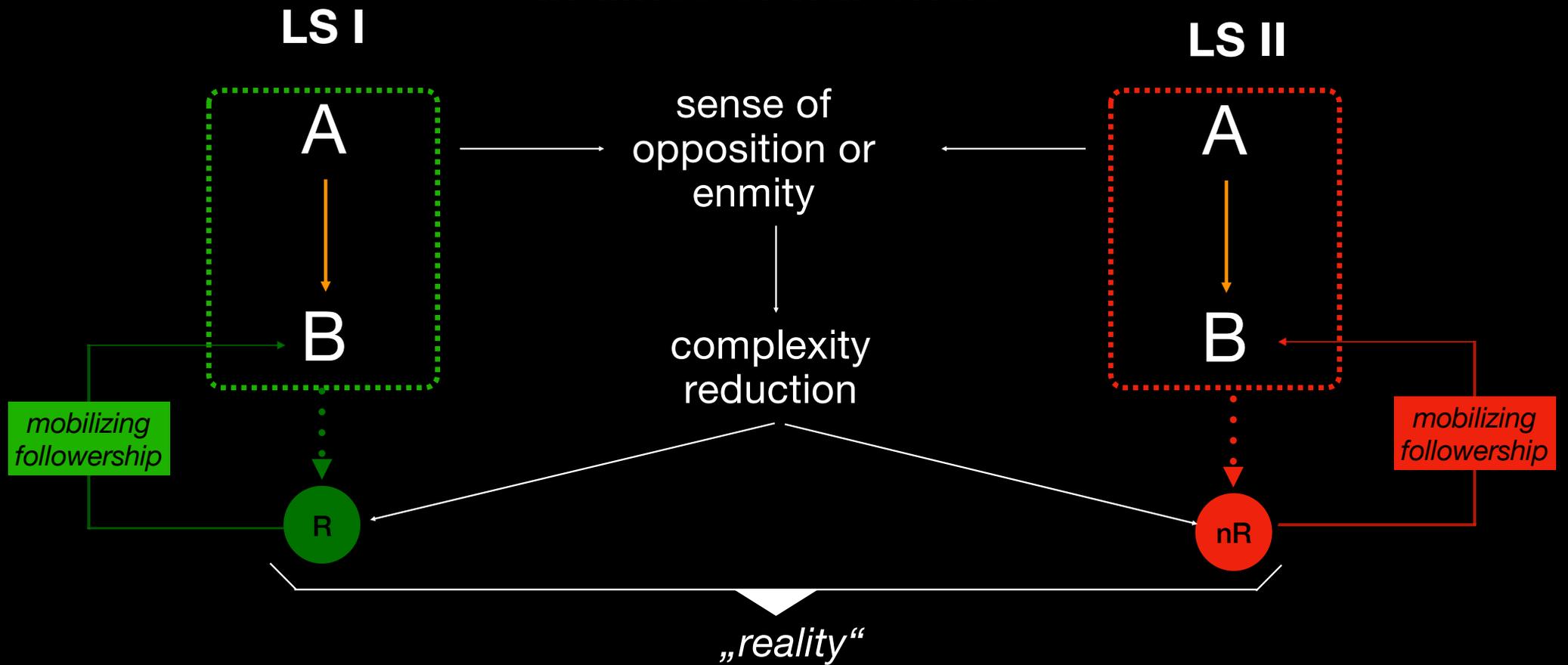
 framing action as
re-action

leadership sensemaking process in times of war crisis

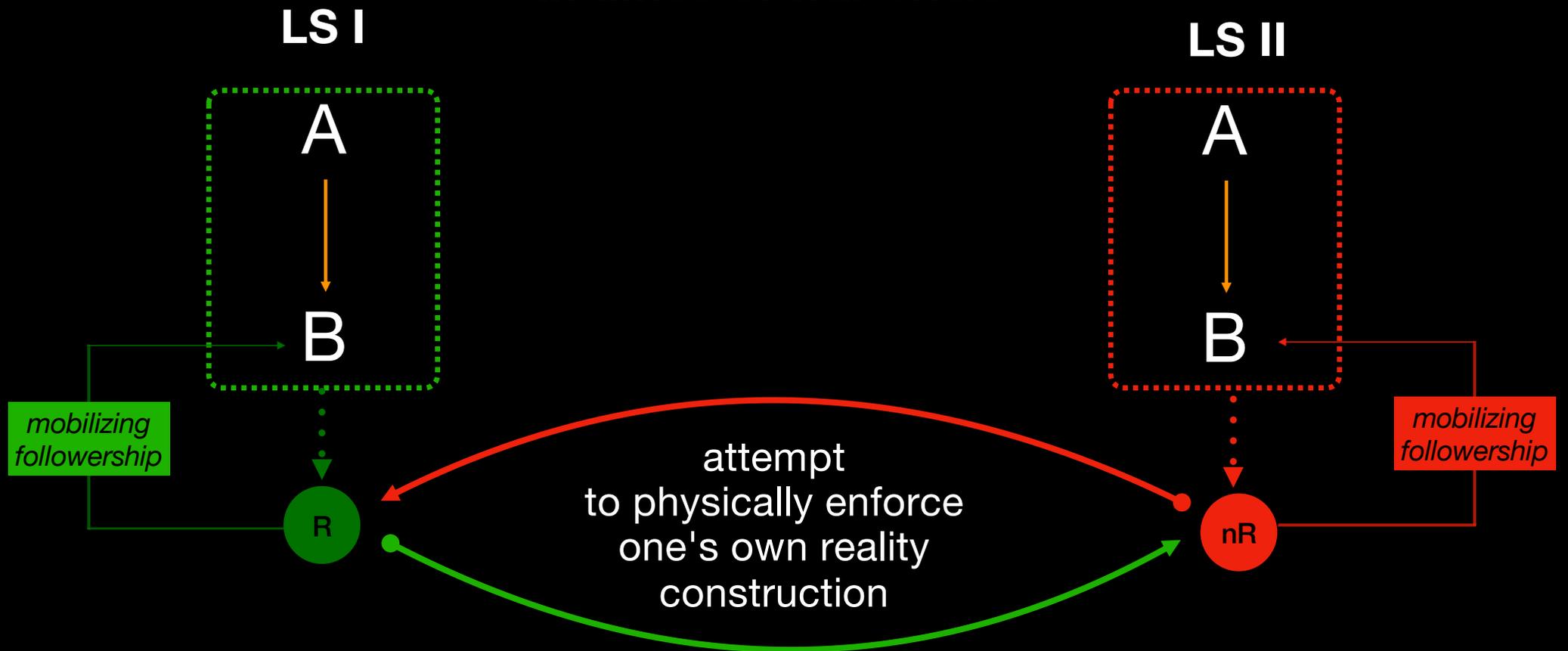
3 changes in the parameters of crisis leadership

- (1) not only one, but at least two leadership systems in an antagonistic relationship
- (2) urgency and adequate action is derived from this antagonistic relationship
- (3) doubling of reality constructions

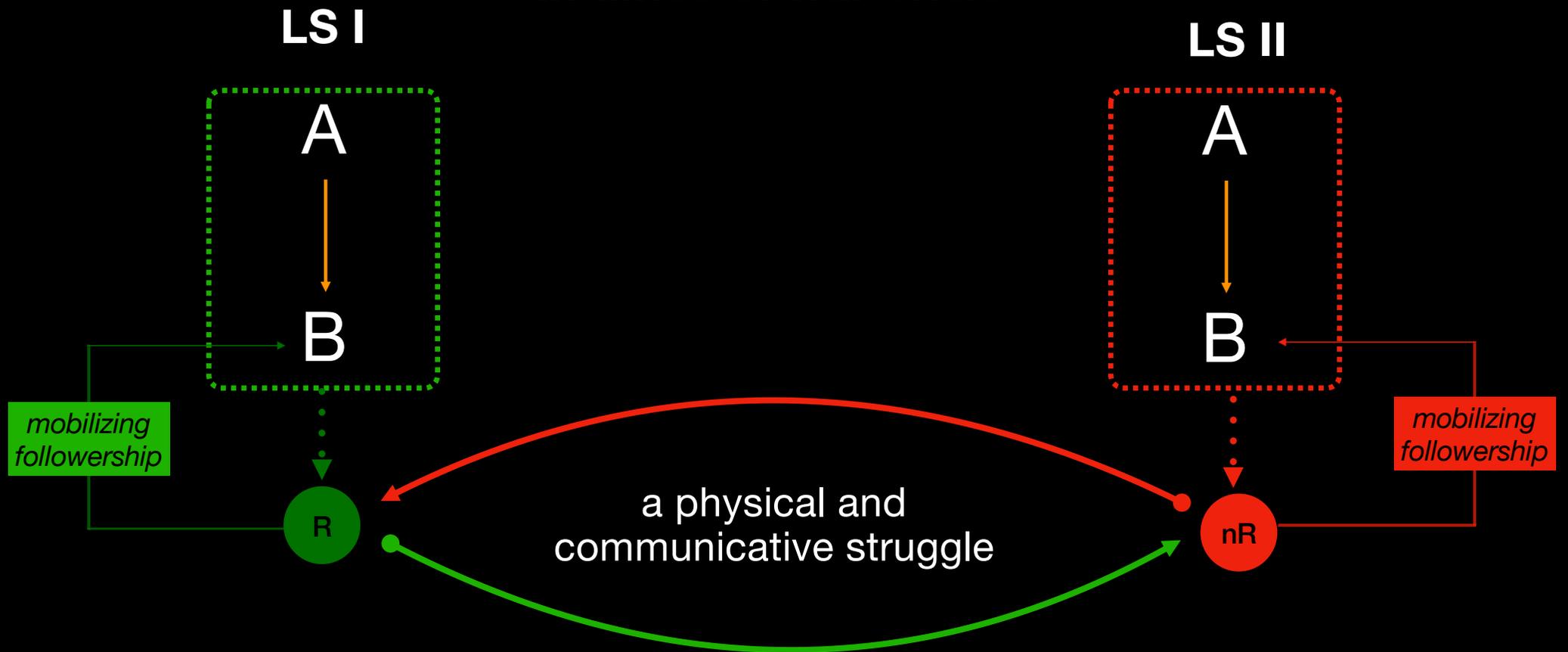
leadership sensemaking process in times of war crisis



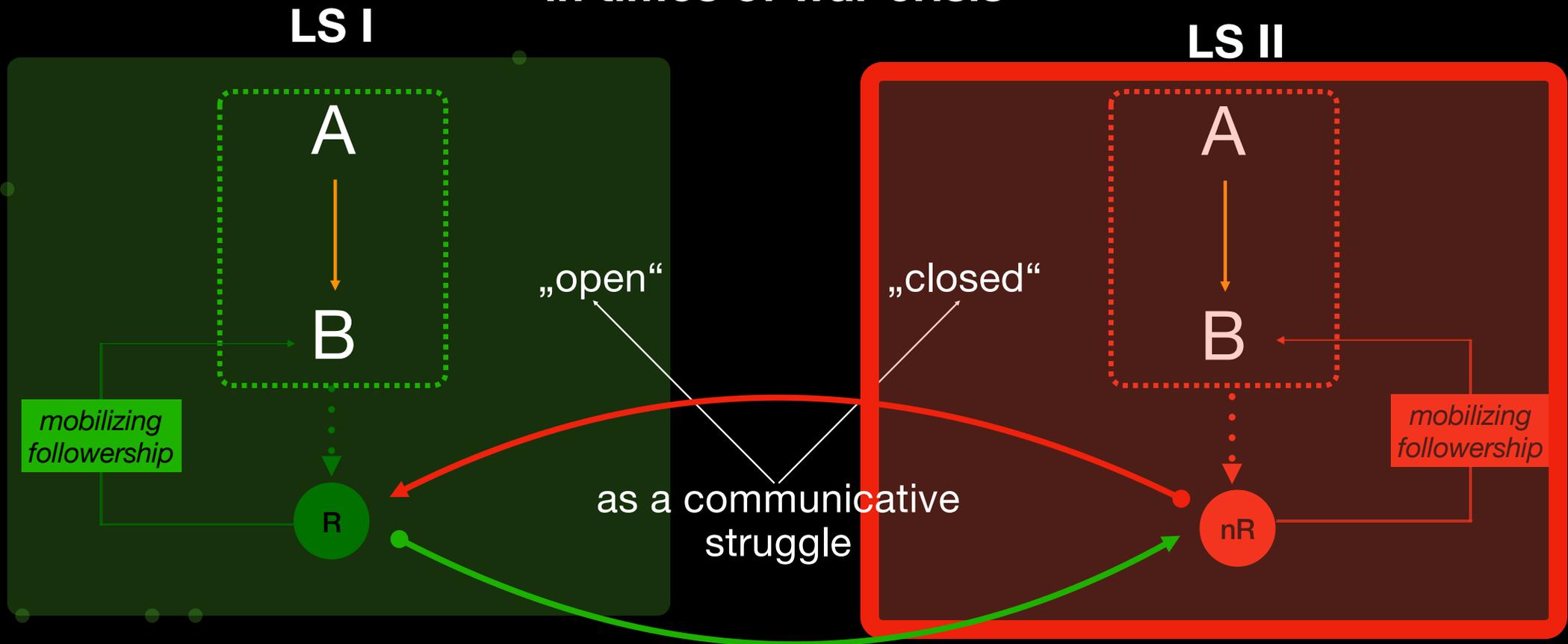
leadership sensemaking process in times of war crisis



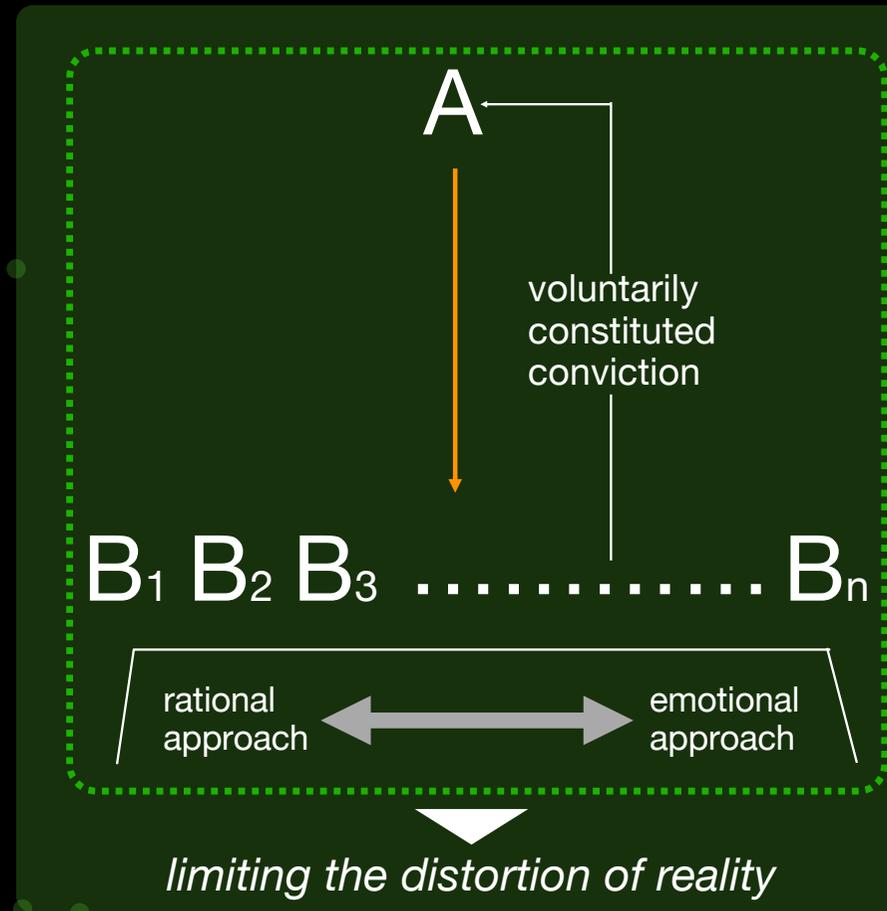
leadership sensemaking process in times of war crisis



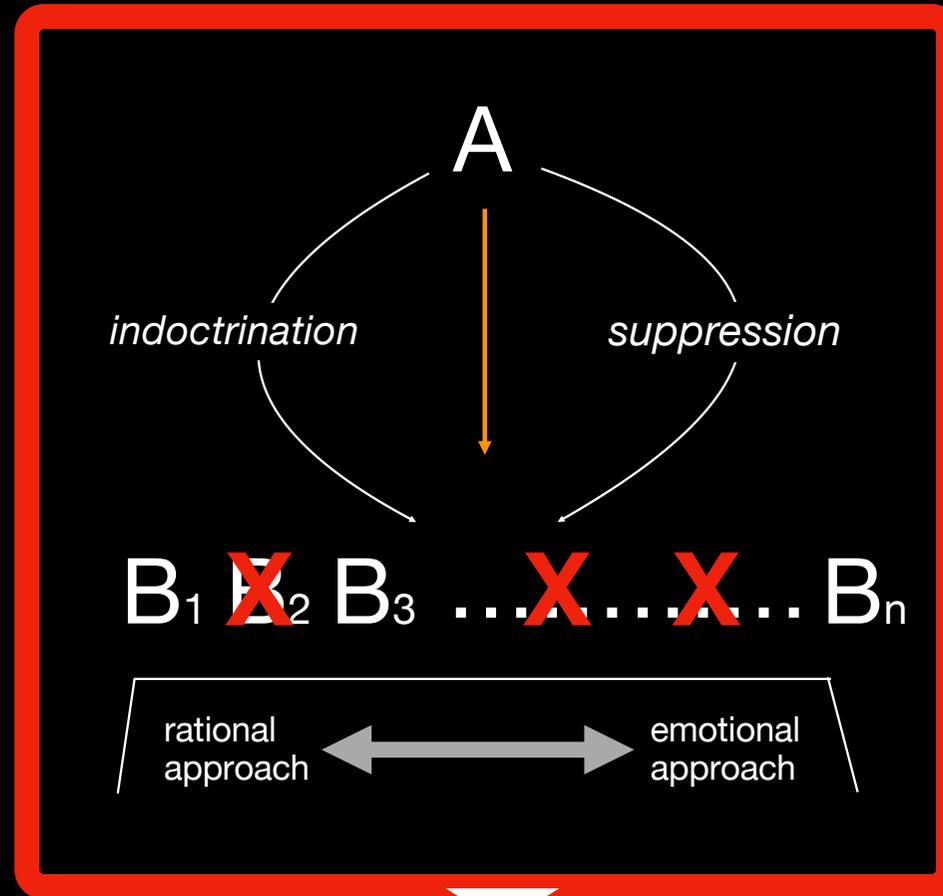
leadership sensemaking process in times of war crisis



open leadership system

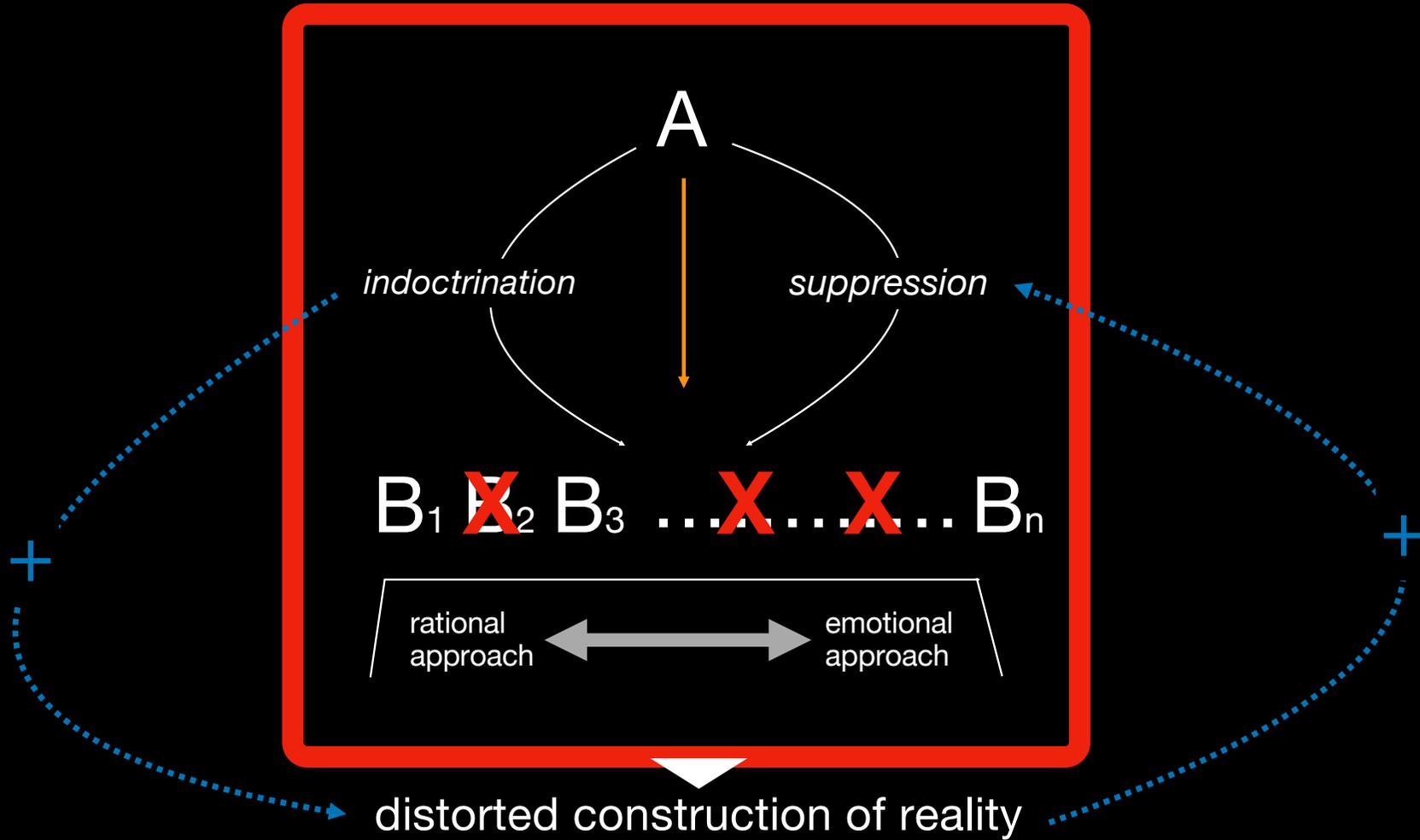


closed leadership system

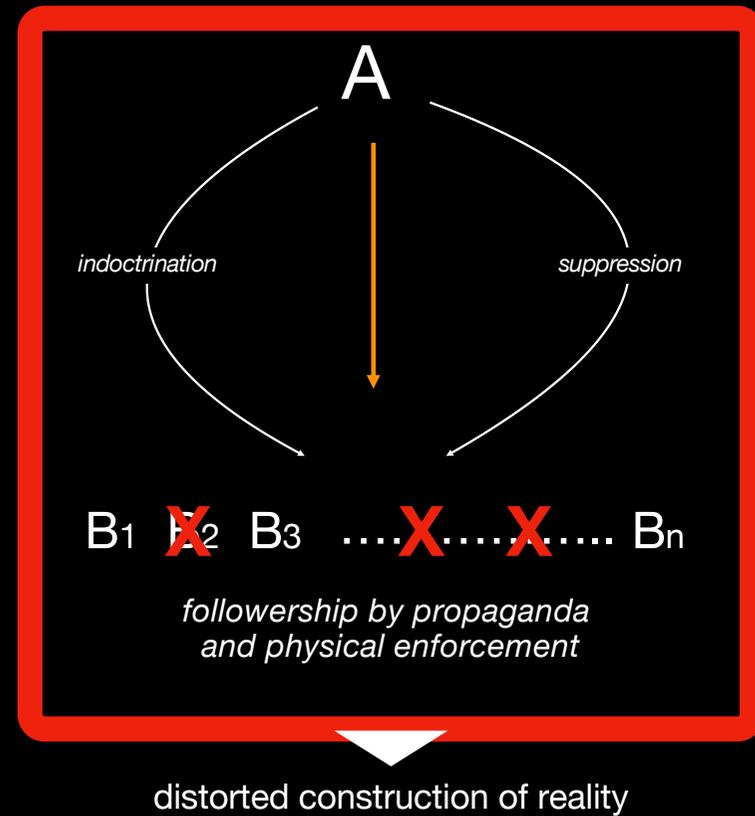
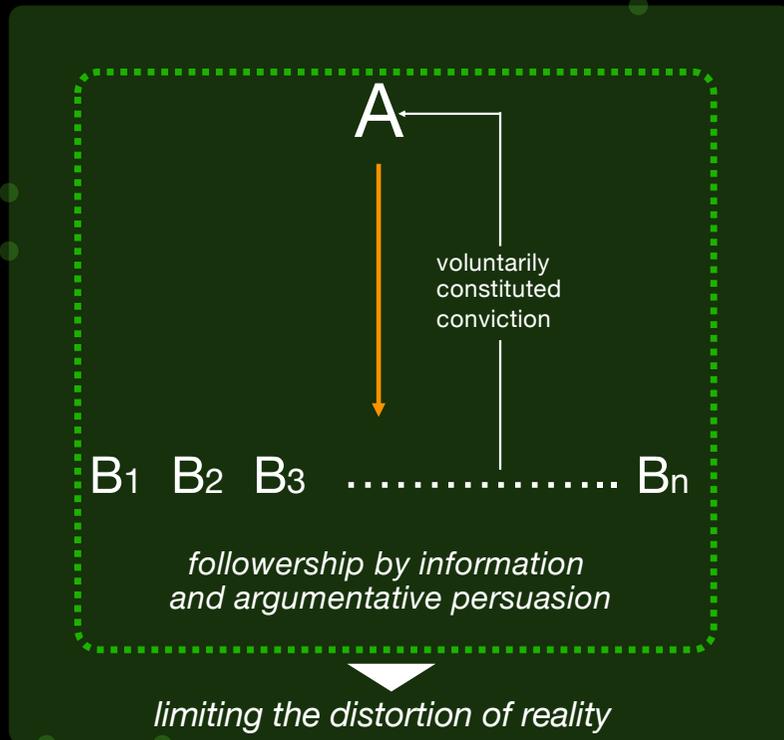


distorted construction of reality

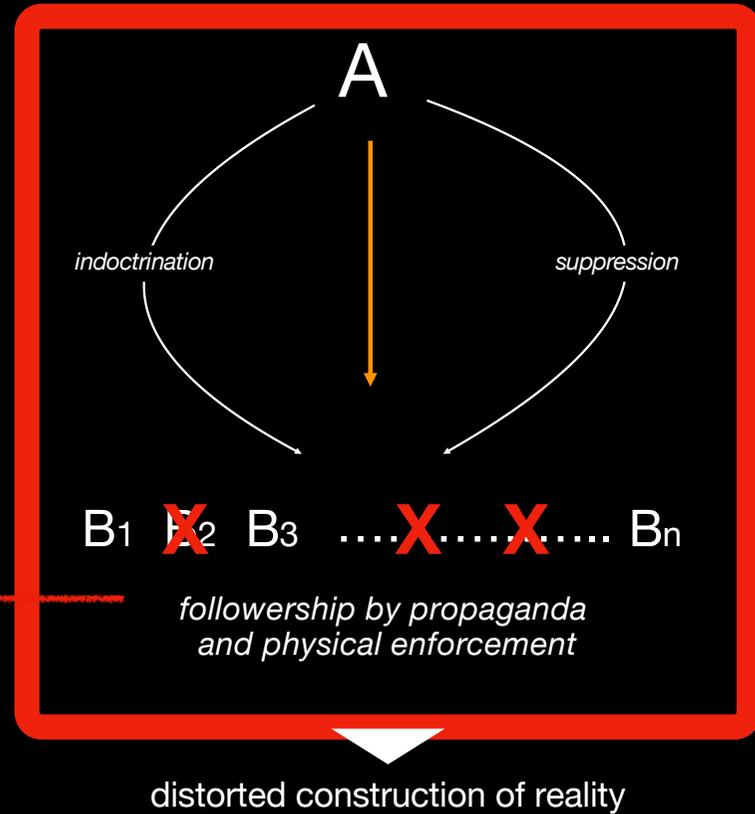
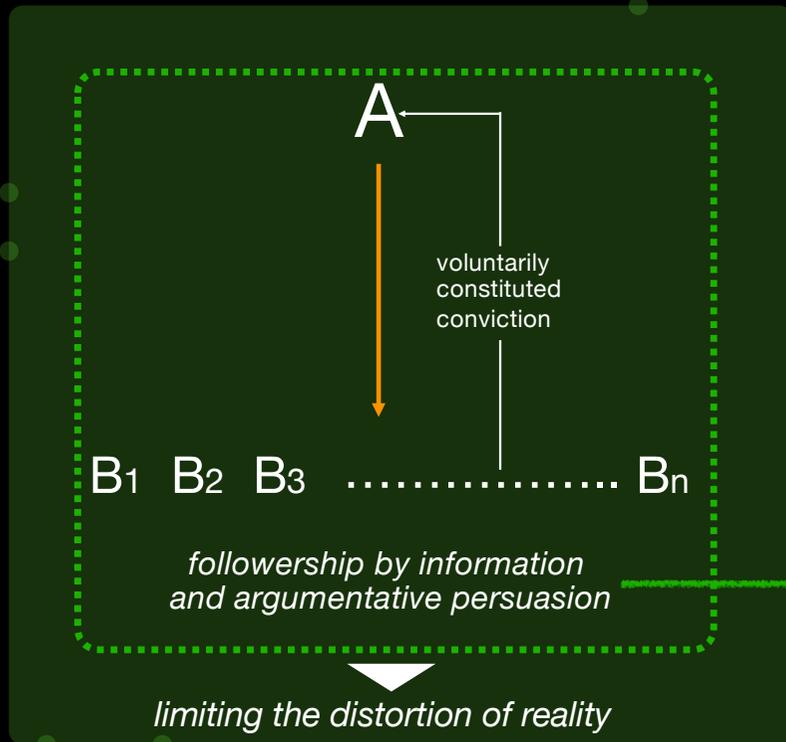
closed leadership system



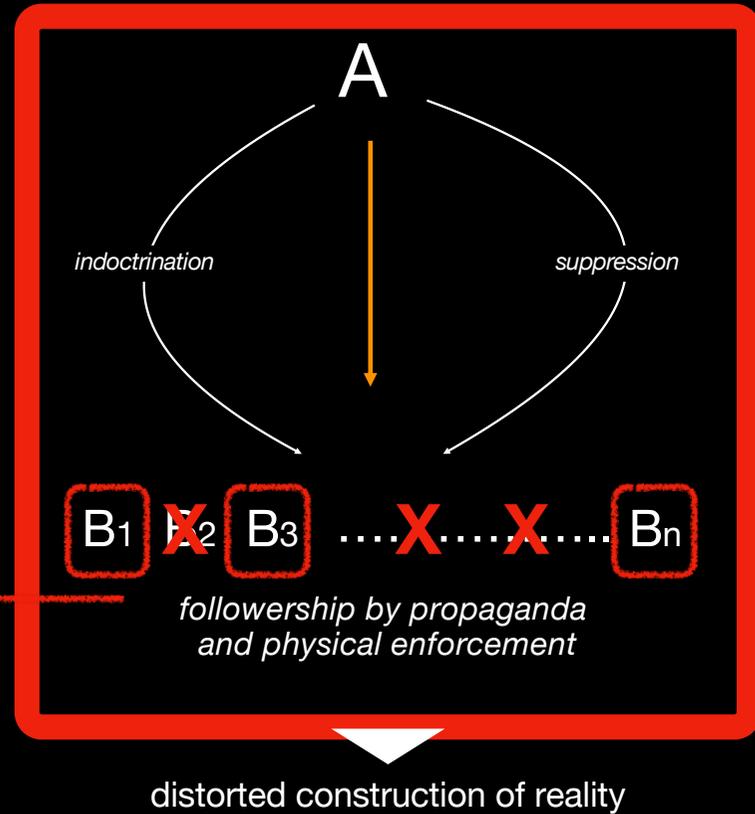
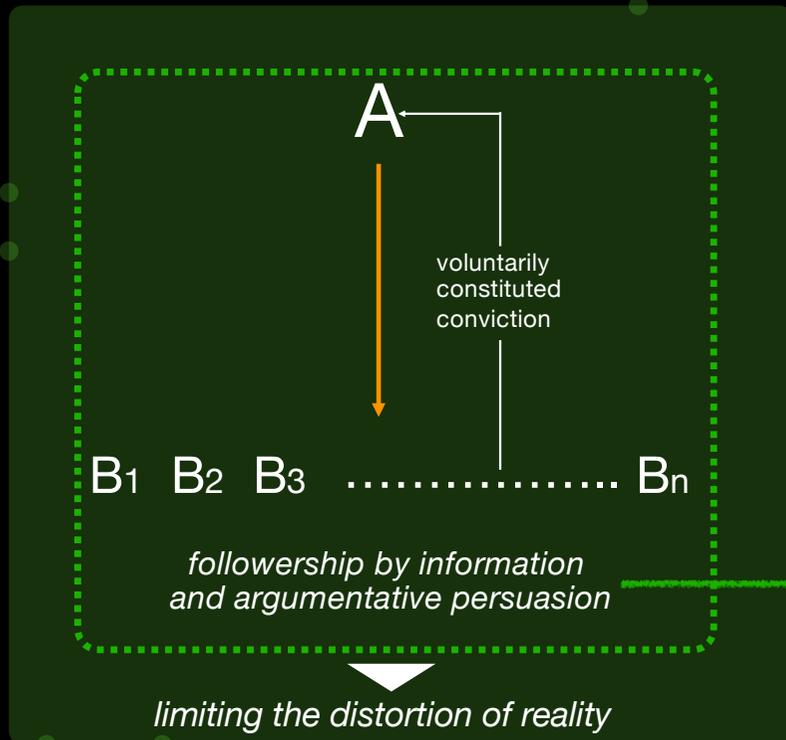
comparing both leadership system



comparing both leadership system



comparing both leadership system



**No one pretends that democracy is perfect or all-wise.
Indeed, it has been said that democracy is the worst form
of government except all those other forms that have
been tried from time to time.**

Winston Churchill, 1947