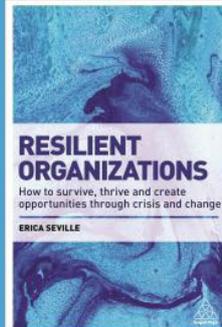


# Sensemaking during rapid change



When your organization is in the midst of crisis, use these prompts as a regular touchstone to maintain your situation awareness.

## Don't assume you know the full picture

Situations can change rapidly during a crisis and are often accompanied by confusion and communication breakdowns. Now is the time to ramp up your situation awareness capabilities. Draw together a horizon scanning team to better understand your current situation, and what issues are likely to emerge in a day, a week, a month and a year's time.

## Seek diverse perspectives

Draw on your networks to gather intelligence on what is happening and to stress test your thinking and planning from diverse perspectives.

## Seek out opportunities

A crisis provides a fleeting window of opportunity for transformative change. It is a time to take stock and re-evaluate priorities. Think before leaping into response and recovery mode - where do you want your organization to be in 5 years-time? It might just be possible to fast-track that goal now.

## Prepare for multiple futures

No one can predict the future, so don't lock onto a single scenario for how a situation might play out. Incorporate multiple scenarios into your planning approaches so that your plans are stress-tested against alternative futures.

## Buy extra time

Be strategic about what decisions need to be made by when. Being decisive doesn't mean you should lock yourself into a course of action too early. Break larger decisions into a series of smaller decisions, with clearly articulated timeframes or triggers for key decision points. This will give you more time to collect information and evaluate the options available to you. But, remember to make the decision when you said you would or you will quickly erode trust.

## Trust your gut

Crises don't always come with warning bells. If something doesn't feel right and you just have a bad feeling or hunch - don't dismiss it, investigate it. Our subconscious can often sense trouble far quicker than our conscious mind.