**Figure 1: Defining the Main Goals and Partners Goal Implementation**

**Adaptive leadership at the implementing organization**

**Figure 2: Processes of "Agile Leadership" and Decision Making During the Covid-19 Pandemic**

**Experimentation in development and taking “smart risks”**

**Management assessment**

**Valuable versus expendable**

**Differentiating between core practices that are beneficial to the future and obstacles**

**Developing practices and testing next steps**

**Integrating practices and next steps**

**Figure 3: College Leadership in the Environment Created by the Covid-19 Pandemic**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Systemic | | | | | |
| Systemic Planning (Leadership) | | | Academic leadership team - head of the college and department heads | | |
| Leadership without hierarchy | | Learn | Enabling leadership | | |
| Out-of-the-box collaboration, creativity, and thought | | | Systemic thinking | | Delegated authority |
| Creating order and simplification within a complex situation | | Planning and readiness for a number of scenarios | Dealing with uncertainty under crisis conditions | | |
| Effectiveness vis-à-vis learners, employees and the Ministry of Education | | | Strengthening and realizing the vision | | Identifying and involving partners, identifying strengths and weaknesses |
| Concrete | | | Abstract | | |
| Uncertain | | | Ambiguous | | |
| Volatile | | | Complex | | |
| Team leadership (leader / manager)  Close and ongoing communication | | | Leading a learning group through the college’s Innovation Unit | | |
| Authentic leadership | Agile | | Team learning | Leadership for learning | |
| Efficiency | Personal example | | Dealing with ambiguity and uncertainty | Framework for learning | |
| Outputs | Professionalism | | Creating logic within confusion | | |
| Dealing with the unexpected | | |  |  | |
| Internal | | | | | |
|  | | | Enable open dialogue.  Sharing platforms and learning resources (Mofet Institute, free lectures) and adapting/improving them for learning | | |
|  | | | Solving problems and creating a database of guidelines, videos and tools for use by lecturers | | |
|  | | | Using a new learning environment - Zoom | | |

**Plate 1: Screenshot of a Zoom Meeting among Lecturers**

