CRISIS META-LEADERSHIP
Preparedness Leadership Forum

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FACULTY
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What is a crisis for your company?

Any incident that could impair the organization, its reputation, its share price, … or its ability to operate.
CRISIS LEADERSHIP, MANAGEMENT & COMMUNICATIONS

CRISIS LEADERSHIP: HUMAN FACTORS BEHAVIORS & ACTIONS

CRISIS MANAGEMENT: YOUR TOOL BOX OF PRACTICES

COMMUNICATIONS: SHAPING THE NARRATIVE

NEVER SAY NEVER

YOU’RE IT!

BE THE LEADER

NEVER SAY NEVER
MAJOR POST-9/11 CRISSES/INCIDENTS

Hurricane Katrina 2005
H1N1 Pandemic 2009
Deepwater Horizon 2010
Hurricane Sandy 2012
Boston Marathon Bombings 2013
Ebola Response 2014
NEVER SAY NEVER

PREDICTABLE SURPRISES
What is your “Black Swan Crisis”?

LEARNING PARTNER
LEADERSHIP

“People Follow You”
THE TRADITIONAL VIEW

THE “META-” VIEW
LEADING IN COMPLEXITY
GAME THEORY

“WHOLE IMAGE NEGOTIATION”

Interdependence - Fit - Collaboration

Imagination

Interest based - Mutual benefits

“W.I.N.”
NEGOTIATION ASSIGNMENT

Complete the task as best as you can
NEGOTIATION ASSIGNMENT

What happened?
Enterprise Meta-Leadership in Times of Crisis

“You know, we’ve been doing a lot of talking. Why don’t we get a bit of physical exercise. I’d like you to link up with the person sitting next to you in an arm wrestling position. Your task, in thirty seconds, is to get the back of the hand of the other person down as many times as possible. Count how many times you get it down. Wait until I say go.”

“GO!”
GAME THEORY

Framing

The FrameOutlined What You . . .

Heard

Understood

Did

Information ➔ Actions ➔ Outcomes

How did you interpret (frame) the instructions?
CONCEPTUAL FRAMEWORK FOR COMPLEX PROBLEM SOLVING

Multi-dimensional Problem Solving

Uni-dimensional problem solving
“Me For Me”

CLASSIC ADVERSARIAL CONFLICT

Two-dimensional problem solving
“Me Against You”

COLLABORATION
“US TOGETHER”
DIS-CONNECTIVITY: THE DILEMMA OF THE CUBE

Peep hole B

Peep hole A

Peep hole B

Peep hole A
THE LEADERSHIP/MANAGEMENT CONTINUUM

Routine
Normal
Simple

Certainty - Stability - Predictability

Ambiguity - Dynamism - Risk

Crisis
Change
Complex
MANAGEMENT

90/10

70/30

50/50

LEADERSHIP
THE DIMENSIONS OF META-LEADERSHIP

Connectivity

Lead Across

The Person

The Situation

Lead Up

Lead Down

Lead Beyond
META-LEADERSHIP IN PRACTICE

CAPACITY  CONTEXT  CONNECTIVITY
LEADERSHIP ANALYSIS

Great  You  Lousy
ATTRIBUTES OF GREAT LEADERS (and the flip side)

Surround themselves with “great” people

Consistently curious about improving their capacity to lead

Cope well with uncertainty: Understand there is a limit to what they can control and what they can know
“In a crisis, the most difficult question is ‘time frame’: how long do you have?

In a real crisis, things are getting progressively worse.

You could have just minutes, hours, or days. The situation is very dynamic and there is a limit to what you can know, especially if it is a security crisis or a natural disaster.”
CRISIS LEADERSHIP: THE TIME FACTOR

You LEAD Through the Dimension of TIME

Pre-Crisis Prepare

The Crisis Moments

Post-Crisis Response

PREPARE

ENGAGE

ANTICIPATE

ACTIVATE

TIME IS YOUR ALLY

TIME IS YOUR ENEMY
Crisis Meta-Leadership is about the ANTICIPATION

STAY AHEAD

GUIDE DIRECTION
CRISIS LEADER RESILIENCE
COMPANY-ENTERPRISE RESILIENCE

NEVER SAY NEVER
THE PERSON OF THE META-LEADER

The Person
IS SOMEONE WATCHING?
EVERYONE’S WATCHING

YOU’RE IT!
EMOTIONAL INTelligence

- Self-awareness
- Self-regulation
- Empathy
- Motivation
- Social skills

- Daniel Goleman
A META-LEADERSHIP METAPHOR FOR BRAIN FUNCTION

Creative, Abstract Thinking
Emotional Intelligence
Upper Brain

New Patterns
“The Laboratory”

Acquired Patterns
“The Work Room”
Tool Box

Primitive Survival Patterns
“The Basement”

TRIPLE “F”
Freeze
Flight, Fight

\[ \sqrt[2]{x^3} = x^{3/2} \]
YOUR BRAIN: AMYGDALA HIJACK

Go to the “BASEMENT”

Triple “F”: FREEZE FLIGHT FIGHT
YOUR BRAIN IN TRAINED RESPONSE TO A PROBLEM

“I can do this!”

“We can do this!”

ACTIVATE what you have prepared

Go to your “WORK ROOM”

Tool Box
Protocols
Procedures
Training
Connectivity
Mindfulness

FAMILIAR ACTION PATTERNS
YOUR BRAIN: GO TO YOUR RESEARCH & DEVELOPMENT LABORATORY

Find GAPS Between What is & What Could be

Develop Innovative Ways To Close Gaps & Solve Problems

PROBLEMS SOLUTIONS
YOUR BRAIN: THE THINKING META-LEADER

In Preparedness

Practice & Build Your Protocols & Strategies

EMBED THE PATTERNS

In Response

CLOSE GAPS

TOOL BOX

ADMIT BASEMENT

WORKING WITH YOUR BRAIN
Never lead/negotiate when you are IN THE BASEMENT…

The speech/decision you make when you are IN THE BASEMENT is the one you are most likely to regret.

The problem is NOT in going to the BASEMENT…

The problem is HOW DEEP into the BASEMENT you go…

how long you stay there AND what you do while there.
TAKE CARE OF YOURSELF
DISCUSSION QUESTIONS

• Discuss a time you – or even your organization – went to the basement

• How did you get out of “the basement” to restore productive thinking?

• Recount a good – or bad – example of emotional intelligence – what was the result?
THE SITUATION

The Situation
THE SITUATION

THE “META-” VIEW:

- PICTURE of a Problem/Clarity in terms of the Enterprise
- Information: Incomplete & changing
- Problem & Picture develop in stages: Anticipate & Articulate
- Craft the NARRATIVE
- ONE crisis is MANY different crises

Deepwater Horizon
META-LEADERSHIP IN PRACTICE

SCOPE OF THE SITUATION

Limited perspective on what is happening or what could happen

CLARITY OR PICTURE

THE TEAM YOU LEAD
THE SITUATION: MACONDO
THE SITUATION MAP: MACONDO

Technical Situation

- Media Situation
- Environmental Situation
- Political Situation
- Legal Situation
- Customer Situation
- Business Continuity Situation
- Interagency Situation
- Reputation Situation
- Shareholder Situation
SITUATIONAL AWARENESS: RISK FILTERS

Decision analysis: What criteria influence your decisions?

Same INFORMATION – Different interpretations & actions
FORCES SHAPING THE SITUATION

Forces

For

Forces On the Fence

Against
THE POP – DOC LOOP

Establishing Your Leadership Rhythm

Perceive

Orient

Predict

Decide

Operationalize

Communicate

THINKING STEPS

ACTION STEPS
QUESTIONS FOR DISCUSSION

• Did you choose Door A or Door B? Did it change when you were paying or getting? What does this say about you?

• How accurate is your situational awareness & why?

• In your work, what are the forces for, against, and on the fence?
META-LEADING CONNECTIVITY

LEADING UP
To Your Boss

LEADING ACROSS
Other Units

LEADING BEYOND
Other Organizations

LEADING DOWN
You As Boss
META-LEADING CONNECTIVITY

• Loyalty & recognition are omni-directional

• Building your team: “Dogs that hunt”

• What can I do to make you a success?

• Develop a robust team of leaders system-wide

• Learn & Teach
THE SHADOW OF EFFECT OF CONFLICT

Focused
Issue specific
People - Leadership

Diffuse
Procedural
Impediments
THE SHADOW OF EFFECT OF COLLABORATION

- Meta-Leadership
- Ops-Implementation
- Impact - CQI

Collaboration
- Clarity - Fit
- Correction
VERTICAL CONNECTIVITY

- Catalyze good DECISIONS
- Enable people to manage TIME
- Help distinguish DATA from INFORMATION
- Manage ASSUMPTIONS
- Focus on SOLUTIONS and OUTCOMES
- Prevent SURPRISES
VERTICAL CONNECTIVITY

Your Boss

Meta-Leadership

Meta-Followership

Your Staff
SPEAKING TRUTH TO POWER

HEARING TRUTH TO POWER
GET THE VALUES & MISSION RIGHT
DIS-CONNECTIVITY

The “Silo” Mentality
DIS-CONNECTIVITY

*Beyond* The “Silo” Mentality

META – LEADERSHIP
HORIZONTAL CONNECTIVITY

Across = Within your organization
Beyond = Out to other organizations & sectors

• THINK broadly & REACH FAR beyond your specific silo or sector
• ELEVATE the mission of what silos/organizations are able to accomplish together
• INTEGRATE mission and operations across the enterprise
• LEVERAGE capacity among different stakeholders
• GENERATE ENTERPRISE SUCCESS
WHAT IS THE MOST IMPORTANT BENEFIT OF CONNECTIVITY & UNITY OF EFFORT?

Create leverage up, down, across, and beyond the system

Given the breadth of knowledge and expertise needed to resolve complex problems: no one company or person can know or do everything. By intentionally connecting and leveraging assets, you enhance the likelihood of achieving solutions to these complex problems.

THE MISSION OF META-LEADERSHIP
QUESTIONS FOR DISCUSSION

• When has there been good cross-silo connectivity? When has it been poor?

• What are your system’s cross silo opportunities?

• What are your system’s cross silo problems to solve?
THE OUTCOME OF EFFECTIVE CONNECTIVITY

“Autonomy of action for the parts…

…Unity of action for the whole.”

General Michael Hayden
102 HOURS
LEADERSHIP OF THE
BOSTON MARATHON BOMBINGS RESPONSE
THE FINISH
April 15, 2013
THE AFTERMATH
PUBLIC TRANSPORTATION
OPEN OR CLOSE?
Tuesday
April 16

Boston Police Dept. @Boston_Police

Despite reports to the contrary there has not been an arrest in the Marathon attack.

Wednesday
April 17

Thursday
April 18
THURSDAY, APRIL 18
Do You Release the Photos?
FRIDAY, APRIL 19:
SHOOTOUT, MANHUNT, LOCKDOWN
FRIDAY, APRIL 19: THE APREHENSION
WHO WAS IN CHARGE?

No one agency leader, political leader, or organizational leader was in charge.

... yet, they all – including the community – worked together so well.

... and with remarkable results.
SWARM INTELLIGENCE

Simple rules and social cues guide complex, self-organized productivity
REMEMBER THE ANTS?

…if you look at all the species that have ever lived on planet Earth, the most successful were ants, termites, bees and people.

Why? Because they're the greatest cooperators.

E.O. Wilson
SWARM INTELLIGENCE

Structure

Communication Channels

Decision Making Protocols
1. Unity of Mission

2. Generosity of Spirit and Action

3. Stay in Lanes/
   Help Others Succeed

4. No Ego – No Blame

5. A Foundation of Relationships
IS SWARM INTELLIGENCE POSSIBLE IN THE ENERGY INDUSTRY?

1. Unity of Mission

2. Generosity of Spirit and Action

3. Stay in Lanes/ Help Others Succeed

4. No Ego – No Blame

5. A Foundation of Relationships
WHAT DO YOU ACCOMPLISH AS A LEADER?

(What is your productivity?)

What you accomplish = PRODUCTIVITY
Progress toward desired/mission objectives

ACTIVITY
The effort & resources needed to get there

Your meta-leadership accomplishment is a measure of reaching or exceeding intended productivity.

Your meta-leadership responsibility is doing so while ably expending reasonable energy, effort and resources.
THREE ZONE META-LEADERSHIP

ZONE ONE
VISION & MISSION

ZONE TWO
STRATEGY & EXECUTION

VALUE…
ATTEND TO…
CONNECT…
LEVERAGE…
IMPROVE…

ZONE THREE
IMPACT & ASSESSMENT

Effective Meta-Leaders

All Three Zones Simultaneously
THREE ZONE META-LEADERSHIP

ZONE ONE
VISION & MISSION
Clear & Compelling

ZONE TWO
STRATEGY & EXECUTION
Effective & Efficient

ZONE THREE
IMPACT & ASSESSMENT
Tangible & CQI
LEADERS INTENTIONALLY LINK ACTION ELEMENTS

Vision
- Meaningful
- Important
- Create Progress
- Change

Leaders - Followers - Allies

Strategy, Tactics, Operations, Logistics

Impact
- Measureable
- Significant
- Show Progress
- Achievement
THREE ZONE META-LEADERSHIP
ONE ZONE TO THE EXCLUSION OF OTHERS

ZONE ONE
VISION & MISSION
Dreamers

ZONE TWO
STRATEGY, & EXECUTION
Chargers

ZONE THREE
IMPACT & ASSESSMENT
Bean Counters
THREE ZONE META-LEADERSHIP

ZONE ONE
VISION & MISSION

ZONE TWO
STRATEGY, & EXECUTION

ZONE THREE
IMPACT & ASSESSMENT

EFFECTIVE META-LEADERS DRIVE THE LEARNING CURVE

- Understanding and Guidance
- Driving Achievement
- Responsibility and Accountability
LEADERSHIP OF THE DEEPWATER HORIZON OIL SPILL RESPONSE
NEGOTIATION ASSIGNMENT

Complete the task as best as you can
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FORCES SHAPING THE SITUATION

Forces For

Forces On the Fence

Forces Against
THANK YOU!
Crisis Meta-Leadership
Creating Unity of Effort

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