



**NATIONAL
PREPAREDNESS
LEADERSHIP
INITIATIVE**

Executive Education Program

*Harvard School of Public Health
Harvard Kennedy School of Government*



CRISIS META-LEADERSHIP

Preparedness Leadership Forum

June 10, 2015
San Francisco, CA

FACULTY

Leonard J. Marcus, Ph.D.

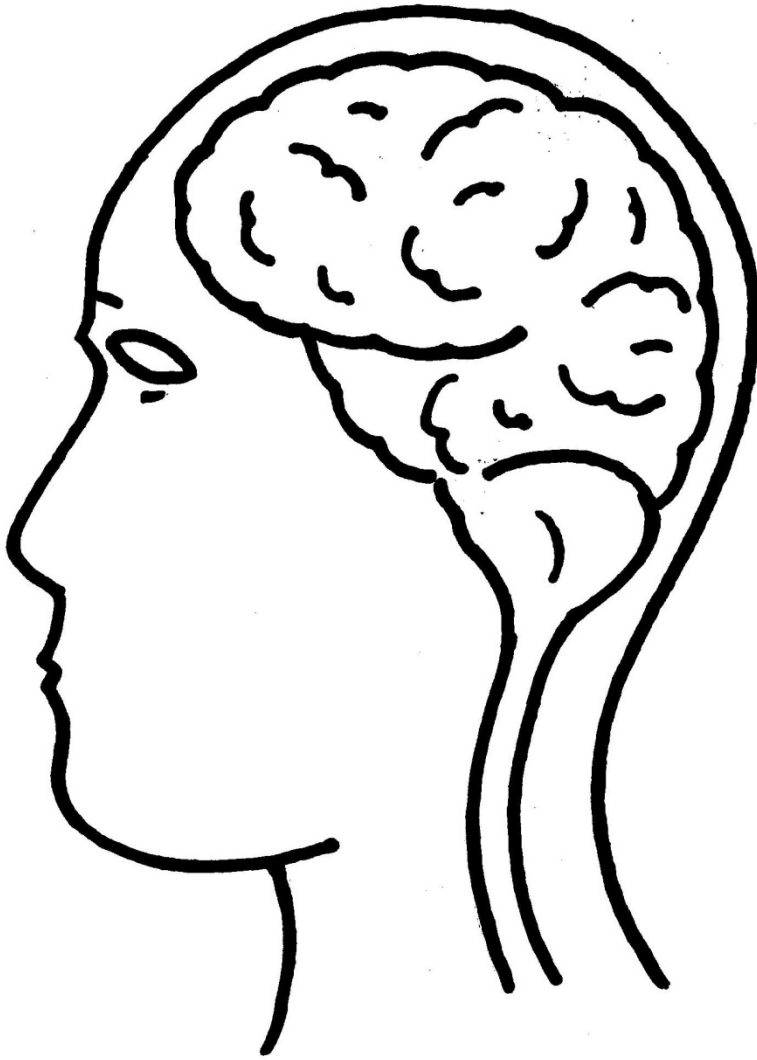
Eric McNulty, M.A.



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



COMMUNICATIONS:
SHAPING THE
NARRATIVE

NEVER SAY NEVER

CRISIS MANAGEMENT:
YOUR TOOL BOX
OF PRACTICES

YOU'RE IT!

CRISIS LEADERSHIP:
HUMAN FACTORS
BEHAVIORS & ACTIONS

BE THE LEADER

MAJOR POST-9/11 CRISES/INCIDENTS



Hurricane Katrina 2005



H1N1 Pandemic 2009

Deepwater Horizon 2010

Hurricane Sandy 2012



Boston Marathon Bombings 2013

US Secret Service 2013-2014

Ebola Response 2014

NEVER SAY NEVER



PREDICTABLE SURPRISES



What is your
"Black Swan Crisis"
?

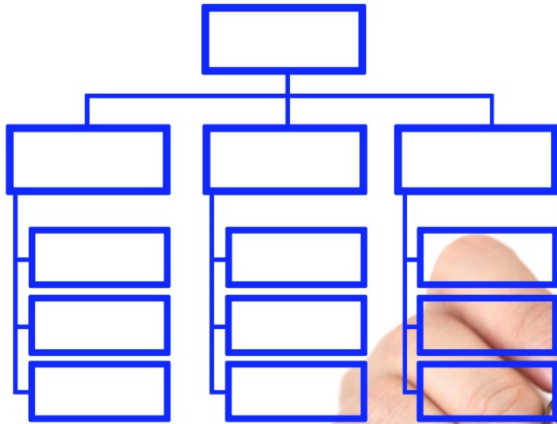
LEARNING PARTNER

LEADERSHIP

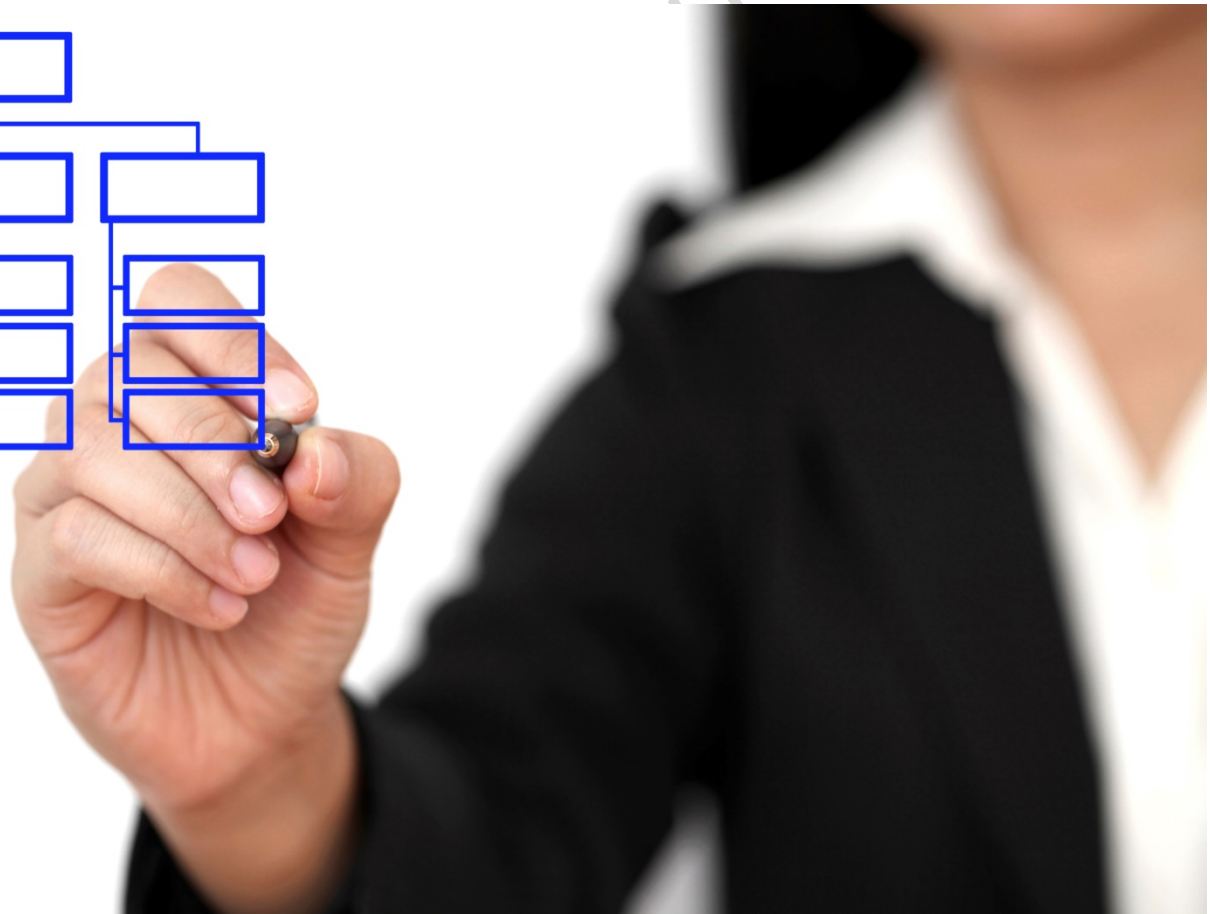


“People Follow You”

THE TRADITIONAL VIEW

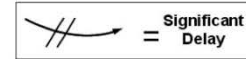


THE
“META-”
VIEW

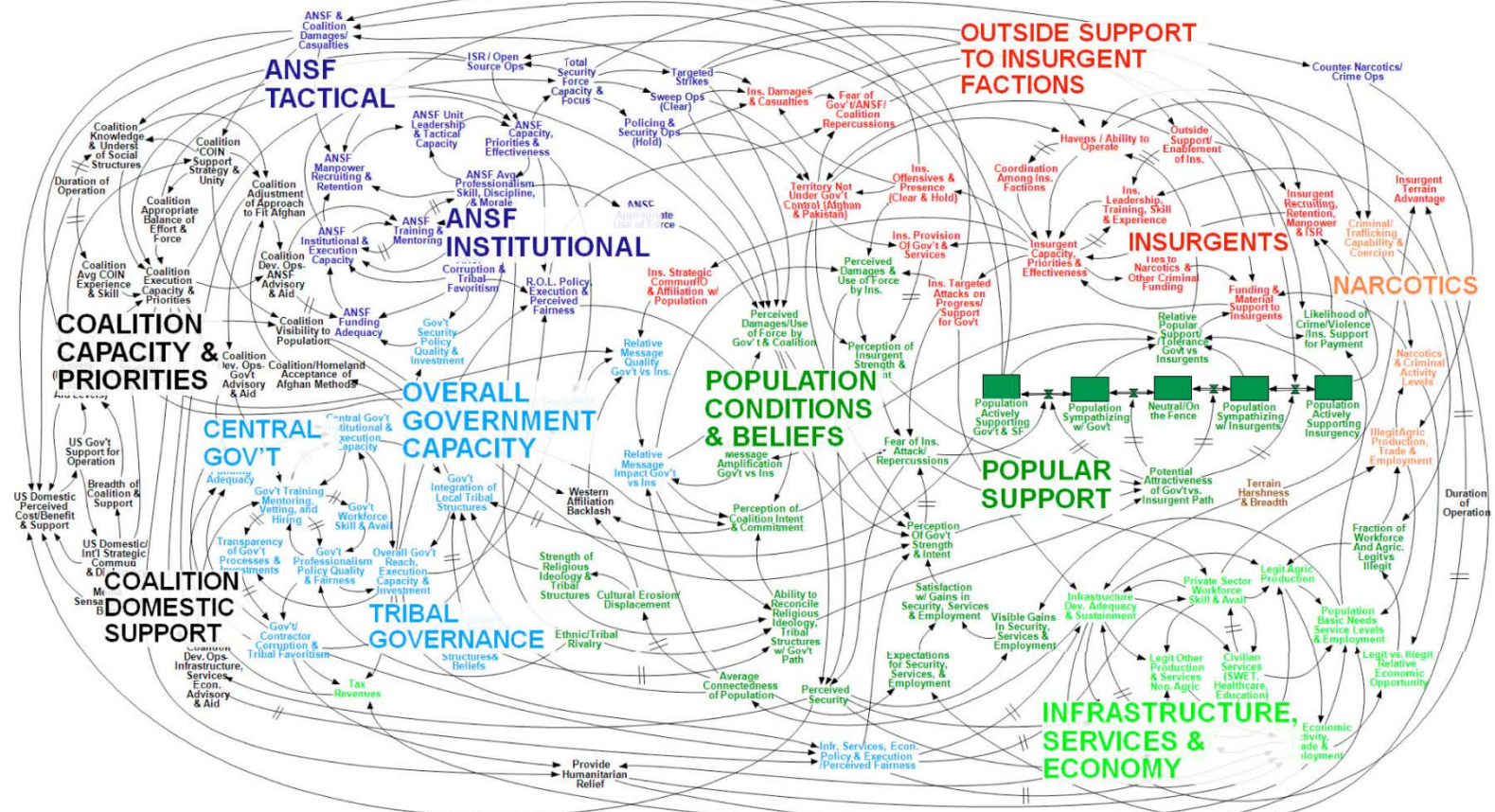


LEADING IN COMPLEXITY

Afghanistan Stability / COIN Dynamics



- Population/Popular Support
- Infrastructure, Economy, & Services
- Government
- Afghanistan Security Forces
- Insurgents
- Crime and Narcotics
- Coalition Forces & Actions
- Physical Environment



GAME THEORY

“WHOLE IMAGE NEGOTIATION”

Interdependence - Fit - Collaboration

Imagination

Interest based - Mutual benefits

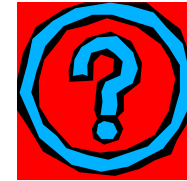
“W.I.N.”

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 Frame Outlined 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

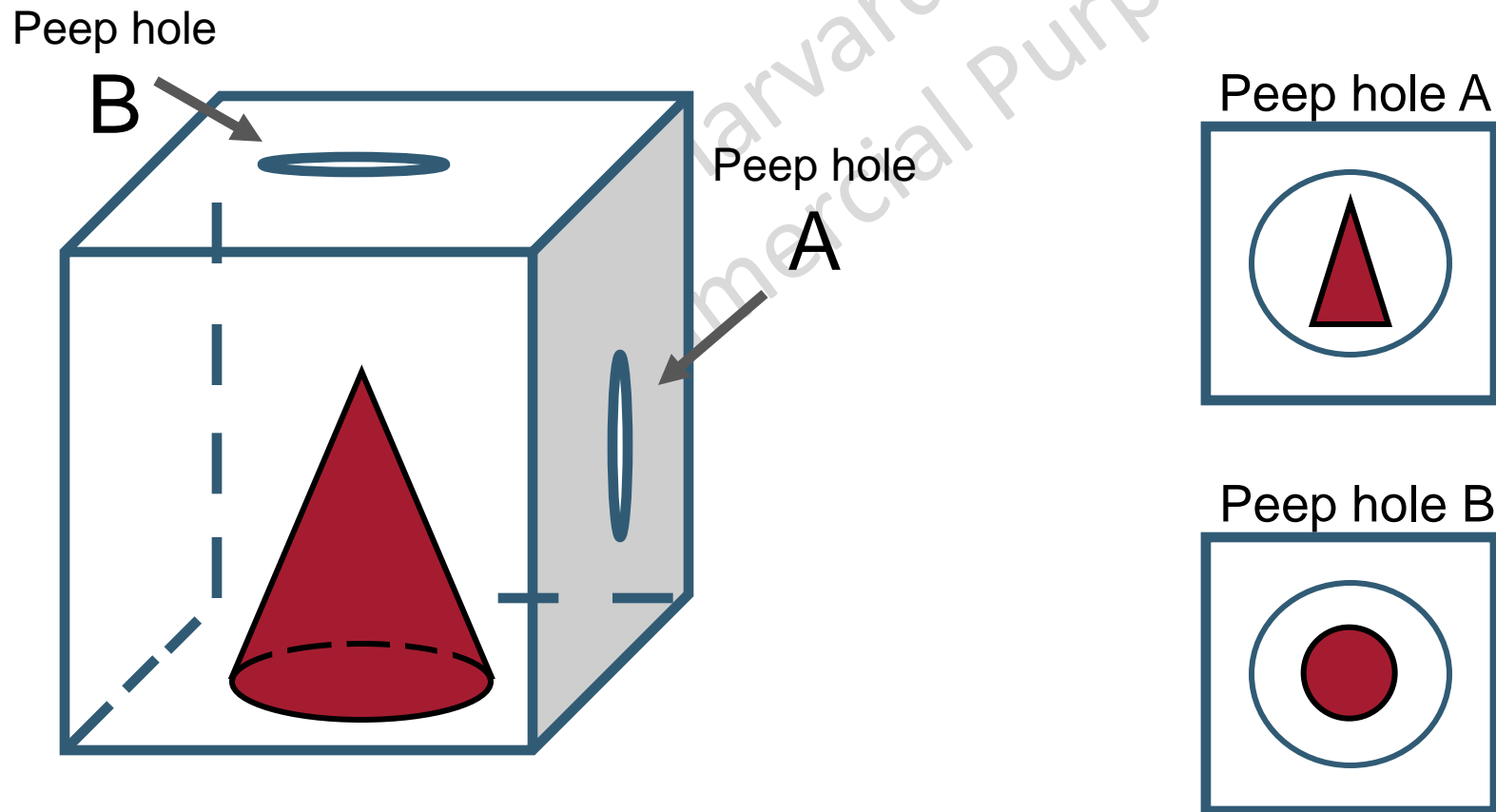
Uni-dimensional
problem solving
“Me For Me”



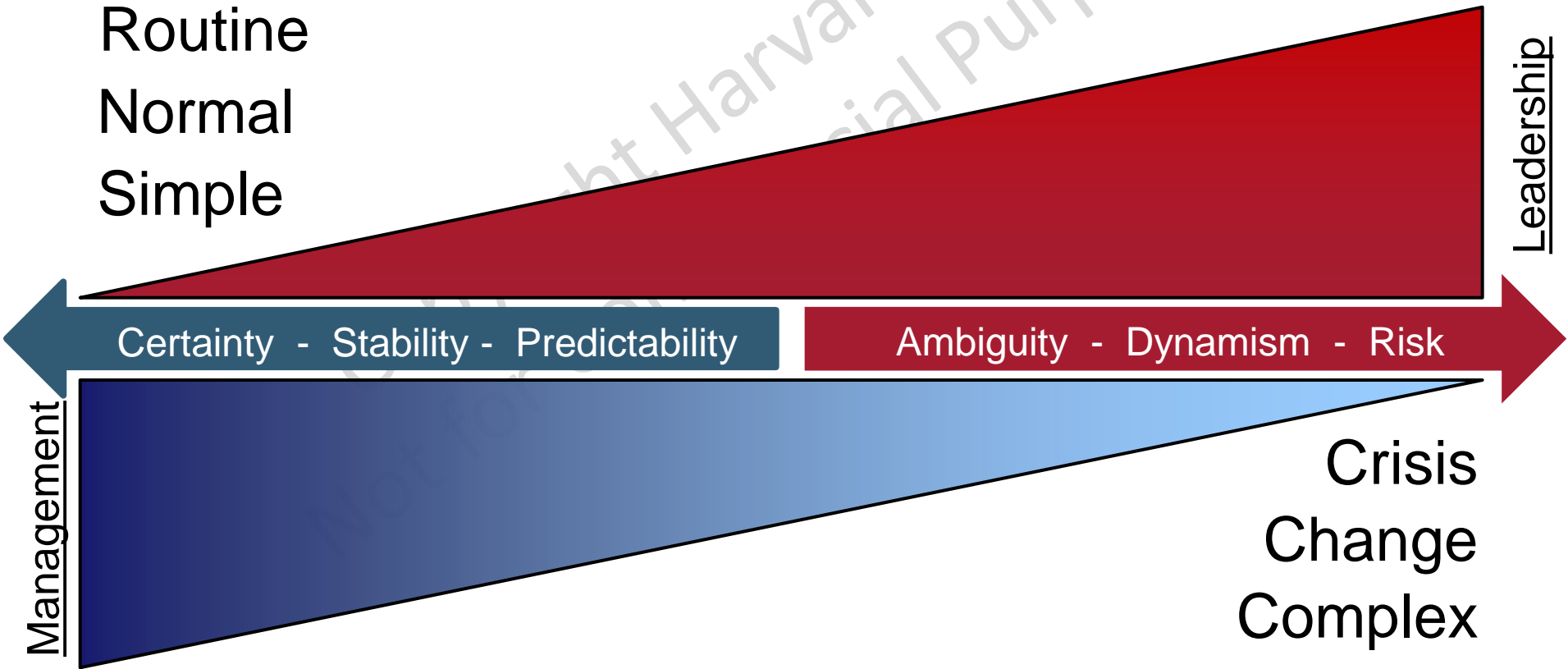
Two-dimensional
problem solving
“Me Against You”

COLLABORATION
“US TOGETHER”

DIS-CONNECTIVITY: THE DILEMMA OF THE CUBE



THE LEADERSHIP/MANAGEMENT CONTINUUM



MANAGEMENT

LEADERSHIP

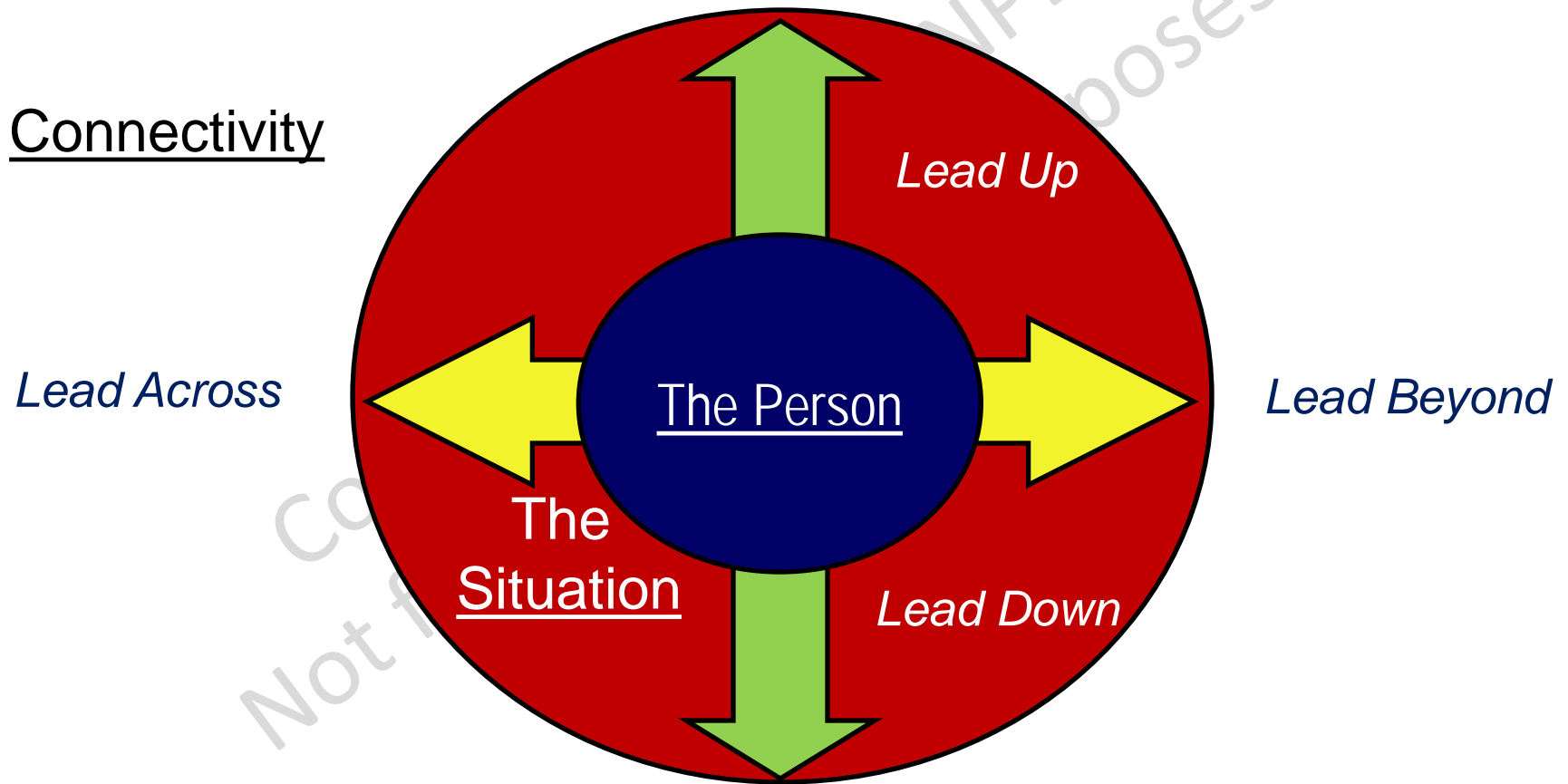
90/10

70/30

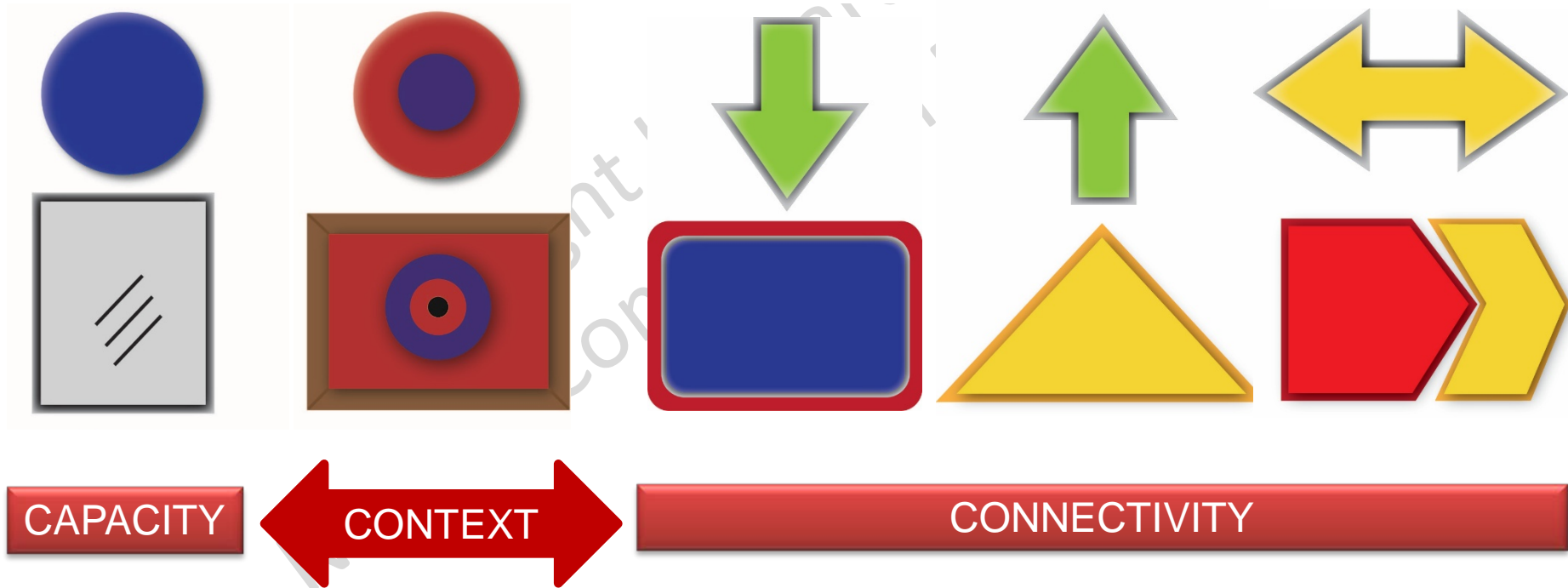
50/50

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THE DIMENSIONS OF META-LEADERSHIP



META-LEADERSHIP IN PRACTICE



LEADERSHIP ANALYSIS



ATTRIBUTES OF GREAT LEADERS

(and the flip side)

Surround themselves
with “great” people

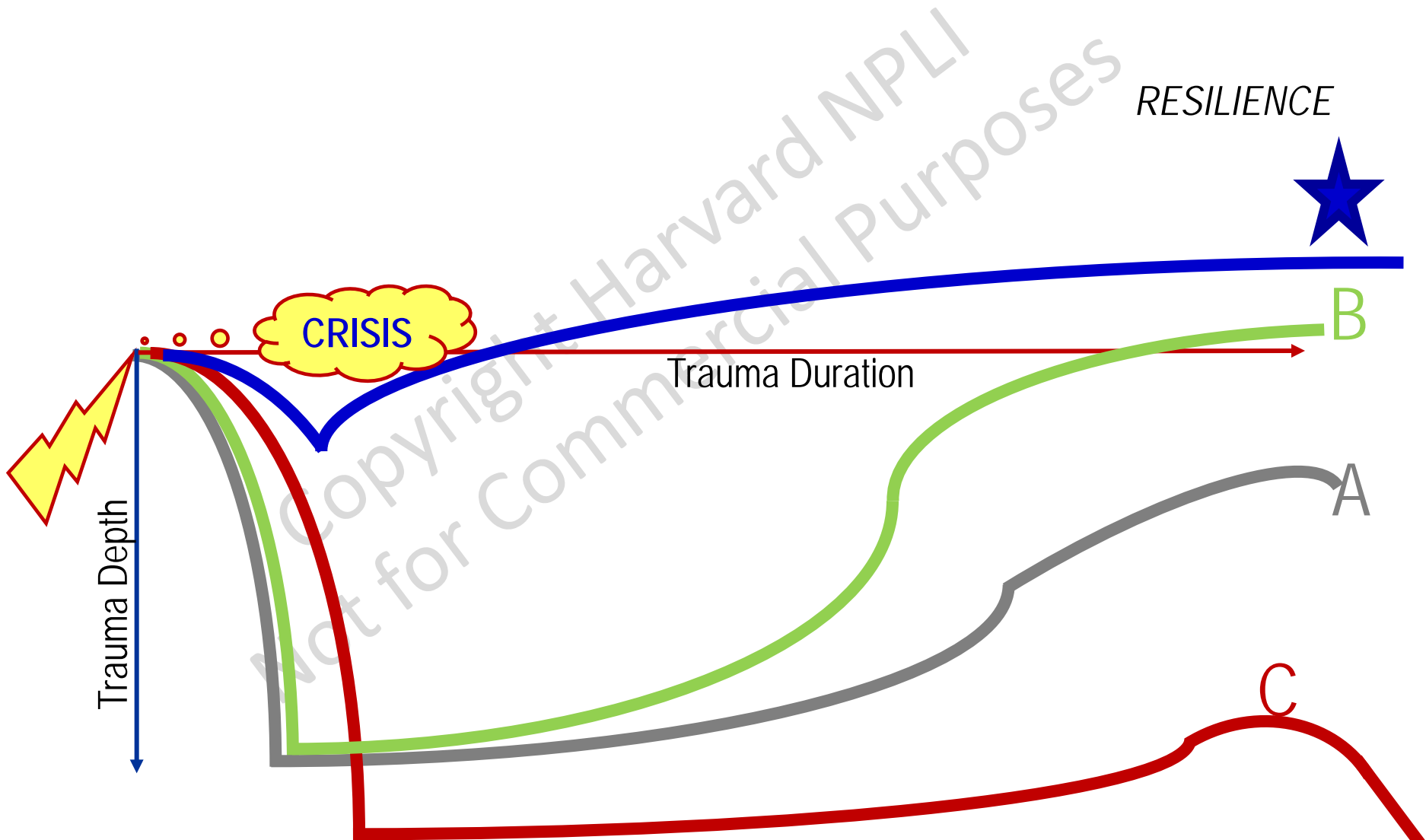
Consistently curious about improving
their capacity to lead

Cope well with uncertainty:
Understand there is a limit to
what they can control and what they can know

COMPANY-ENTERPRISE
RESILIENCE



CRISIS LEADER
RESILIENCE



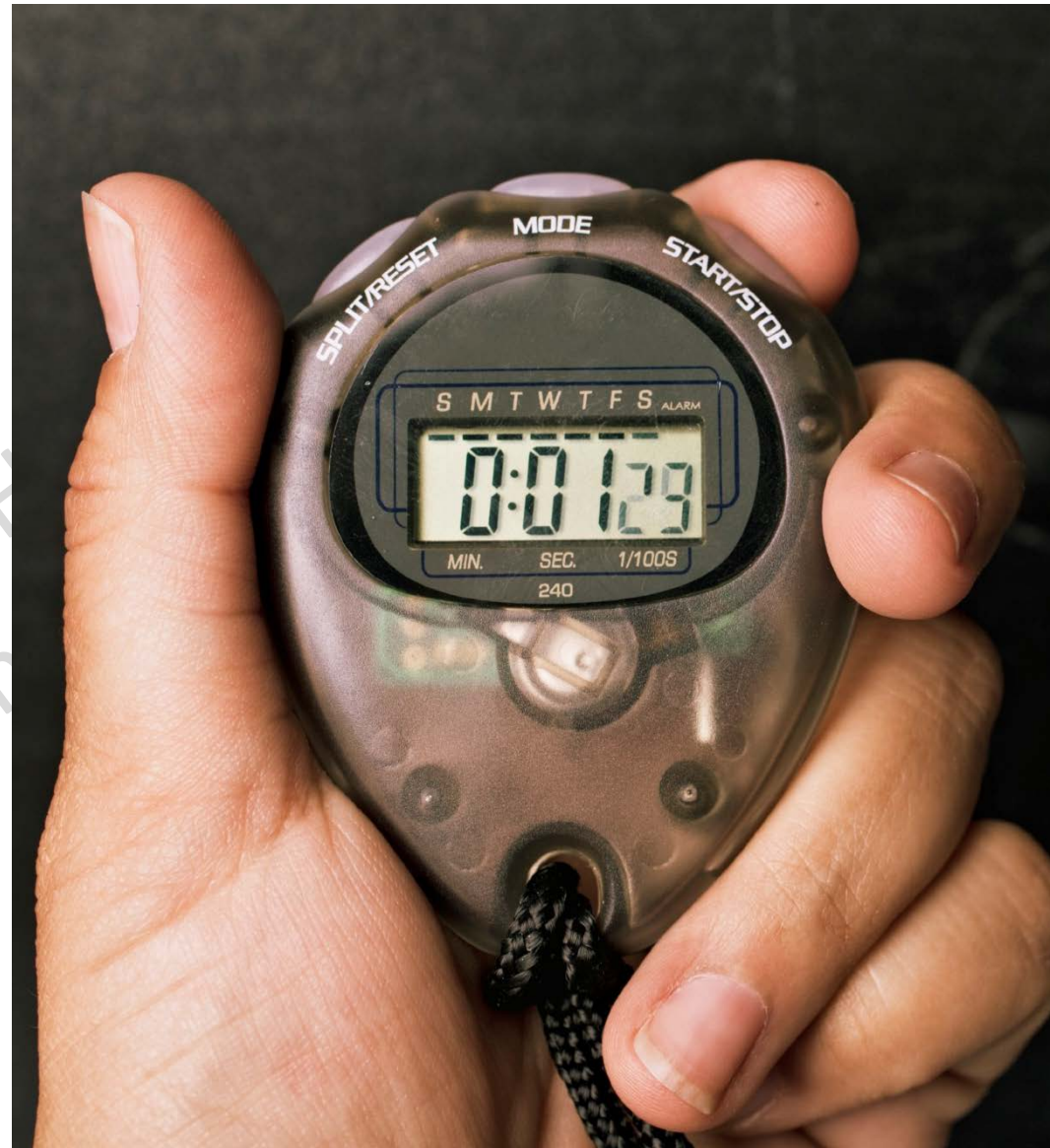
THE TIME FACTOR

"In a crisis, the most difficult question is 'time frame':
how long do you have?"

In a real crisis, things are getting progressively worse.

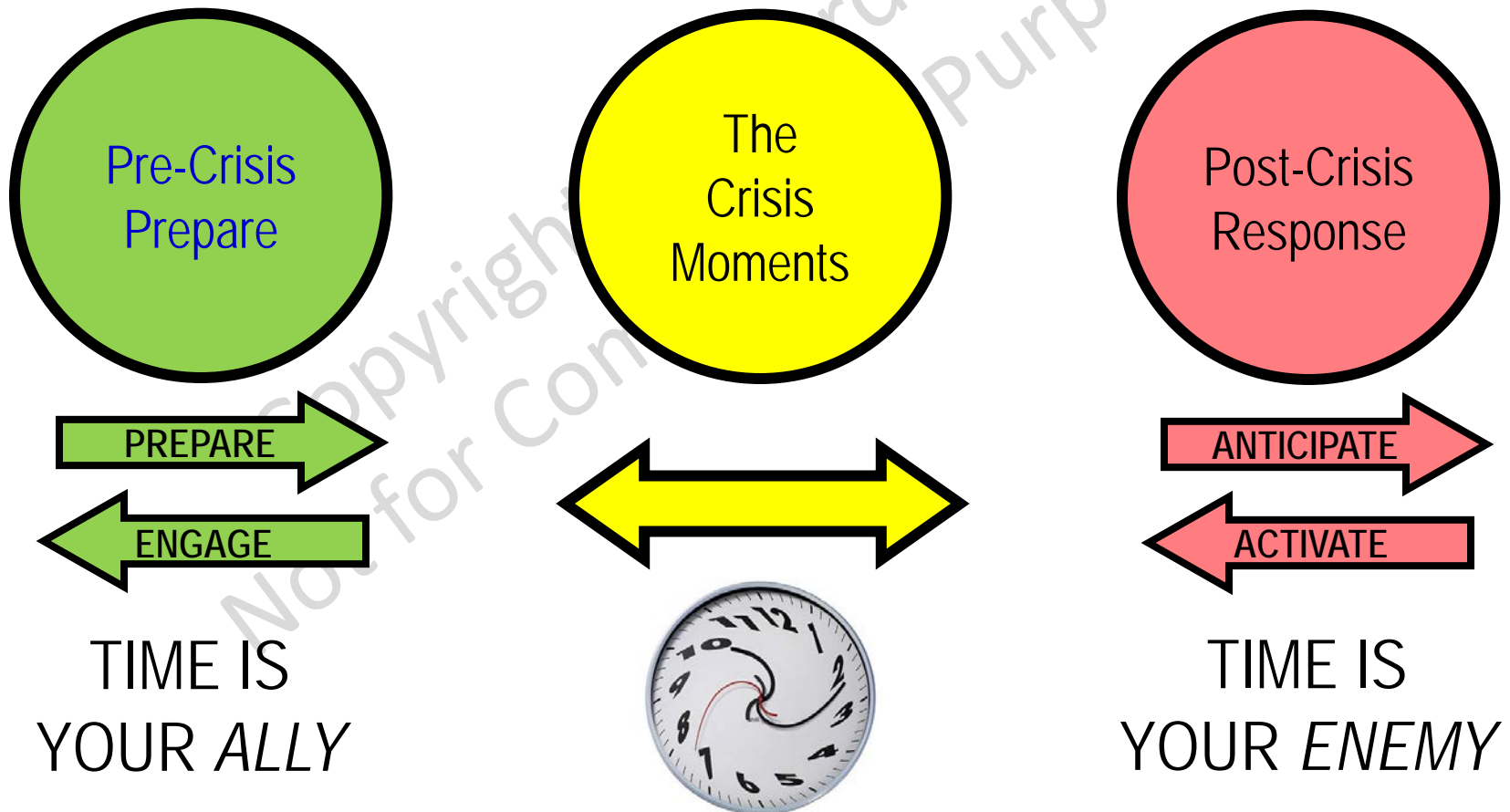
You could have just minutes, hours, or days. The situation is very dynamic and there is a limit to what you can know,

especially if it is a security crisis or a natural disaster."

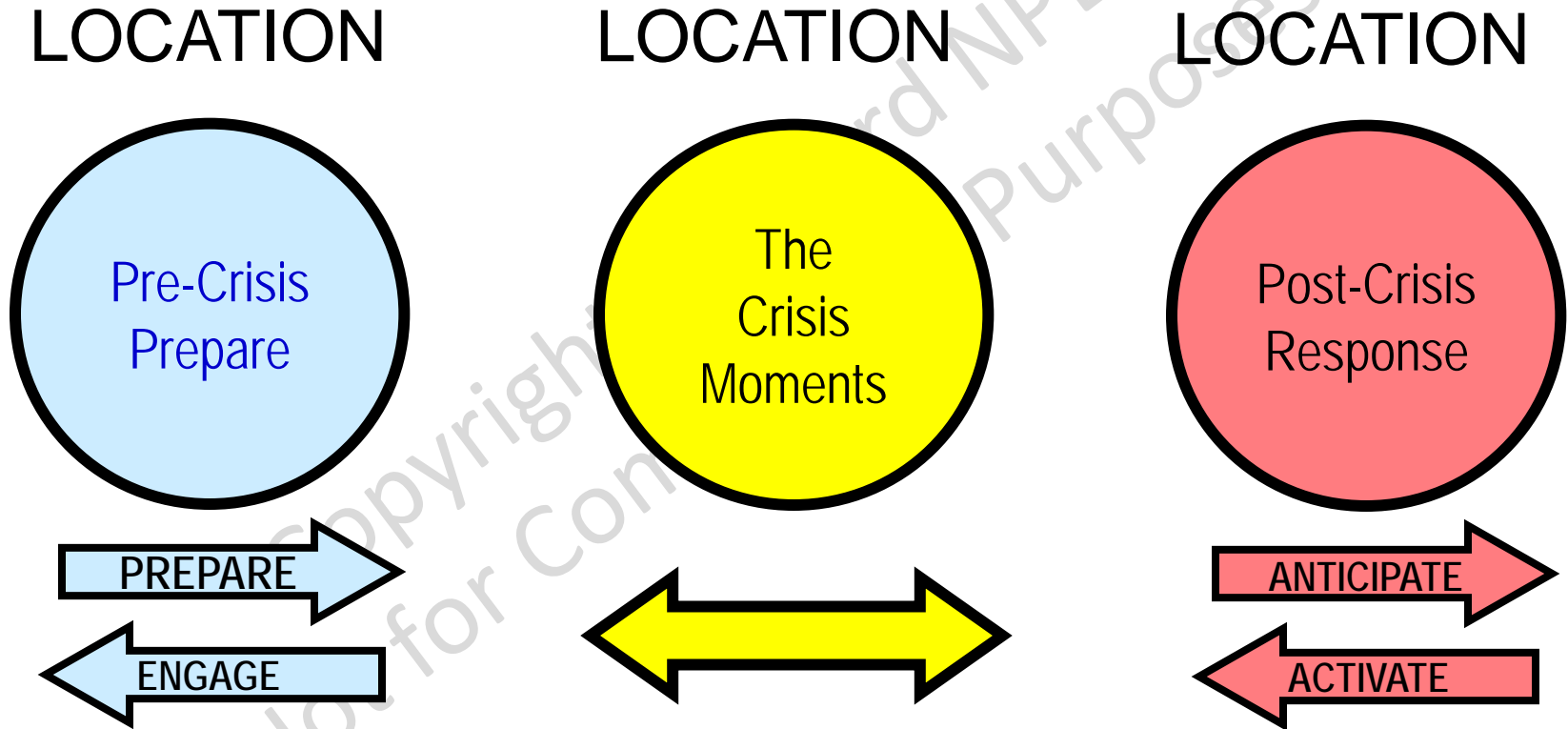


CRISIS LEADERSHIP: THE TIME FACTOR

You LEAD Through the Dimension of TIME



BE INTENTIONAL ABOUT TIME & LOCATION

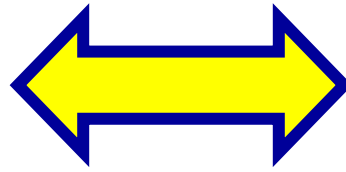


Crisis Meta-Leadership is about the *ANTICIPATION*

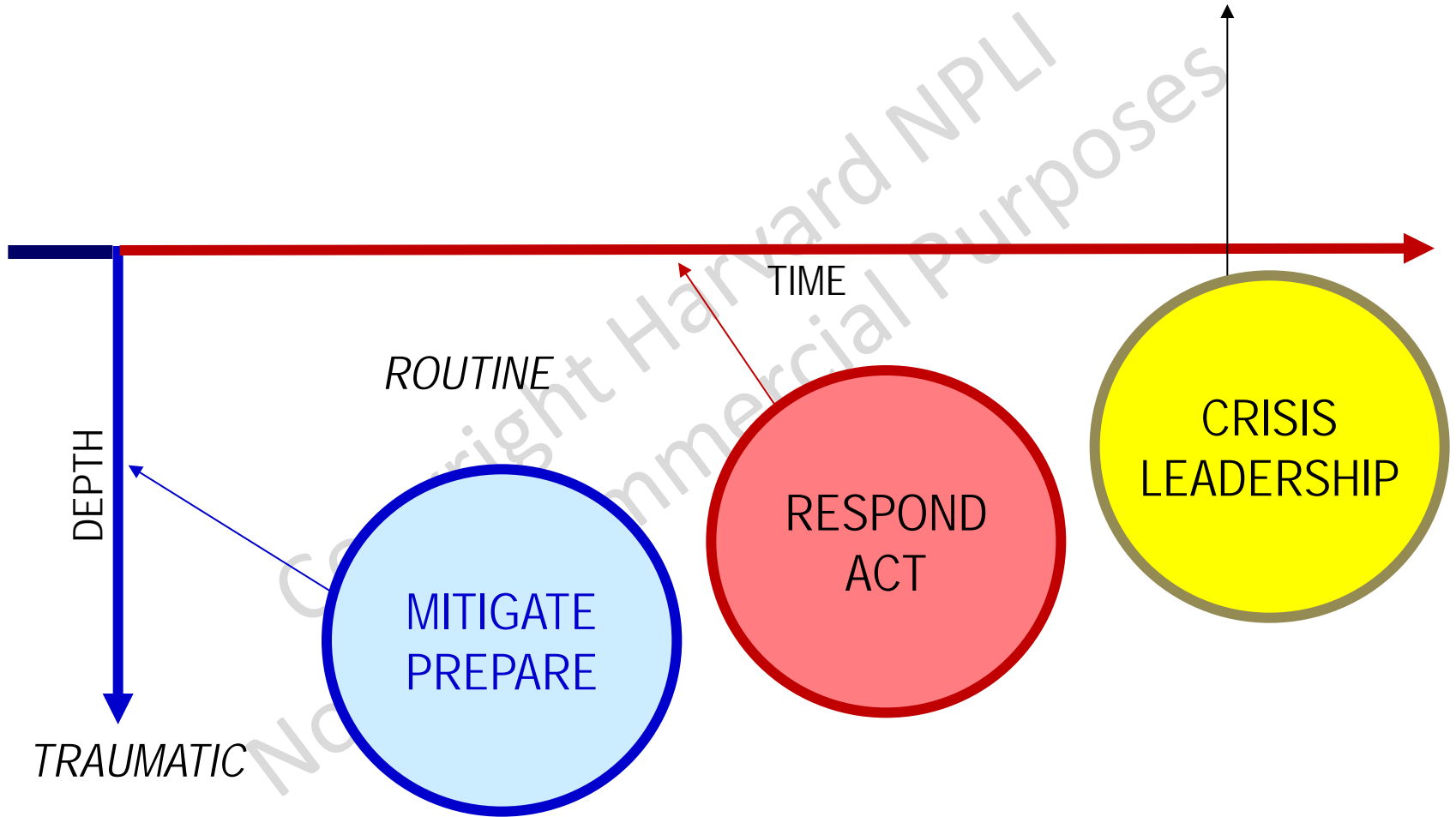
STAY AHEAD

GUIDE DIRECTION

CRISIS LEADER
RESILIENCE



COMPANY-ENTERPRISE
RESILIENCE



" NEVER SAY NEVER "

THE PERSON OF THE META-LEADER



The Person

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**IS SOMEONE
WATCHING?**



Copyright
Not for Co,

**EVERYONE'S
WATCHING**



Copyright
Not for Co.

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

$$\sqrt[2]{x^3} \equiv x^{\frac{3}{2}}$$

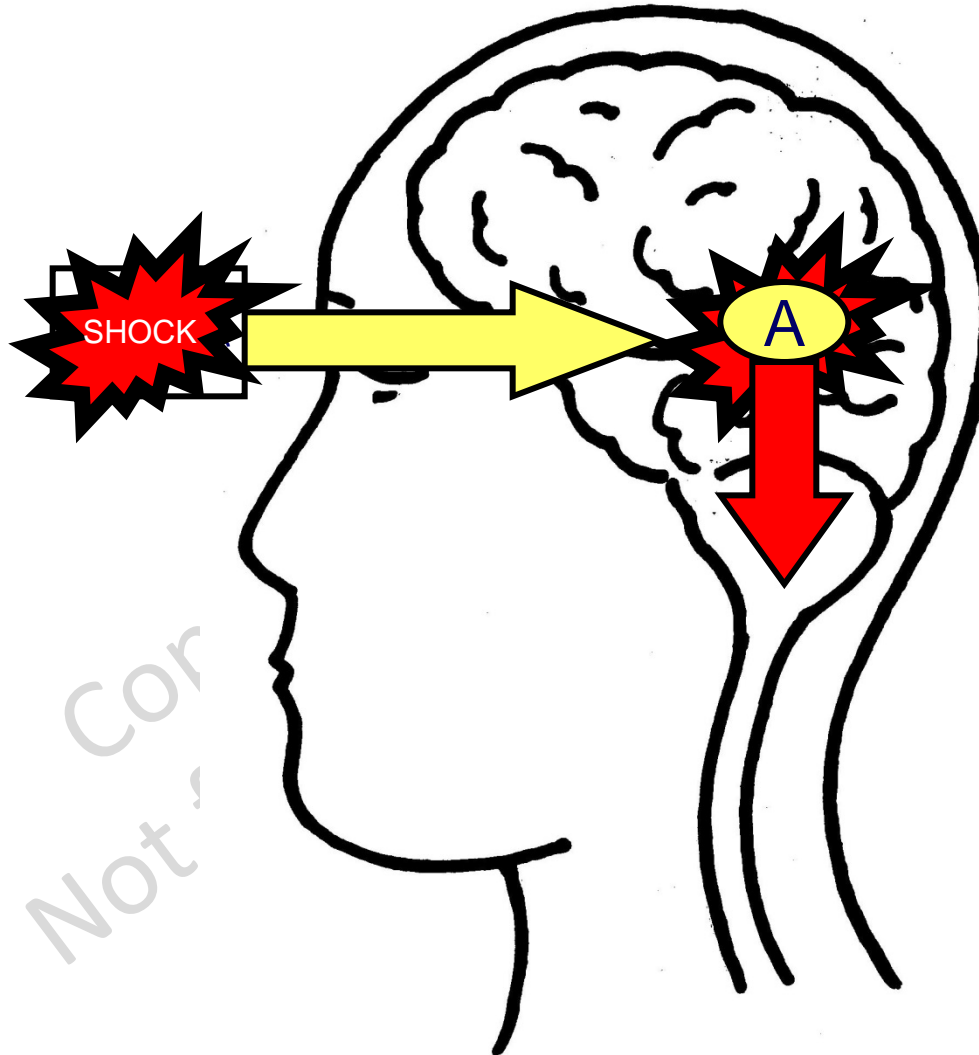
New Patterns
"The Laboratory"

Acquired Patterns
"The Work Room"
Tool Box

TRIPLE "F"
Freeze
Flight, Fight

Primitive Survival
Patterns
"The Basement"

YOUR BRAIN: AMYGDALA HIJACK



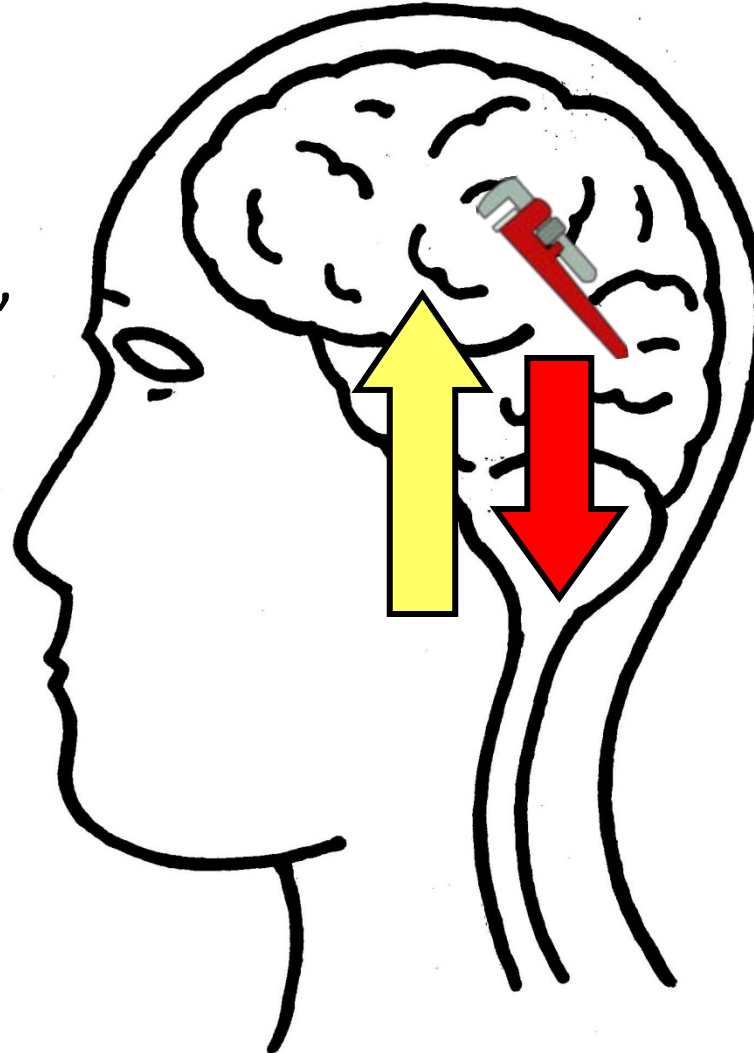
Go to the
“BASEMENT”

Triple “F”:
FREEZE
FLIGHT
FIGHT

YOUR BRAIN IS TRAINED RESPONSE TO A PROBLEM

“I can do this!”
“We can do this!”

ACTIVATE
what you
have prepared



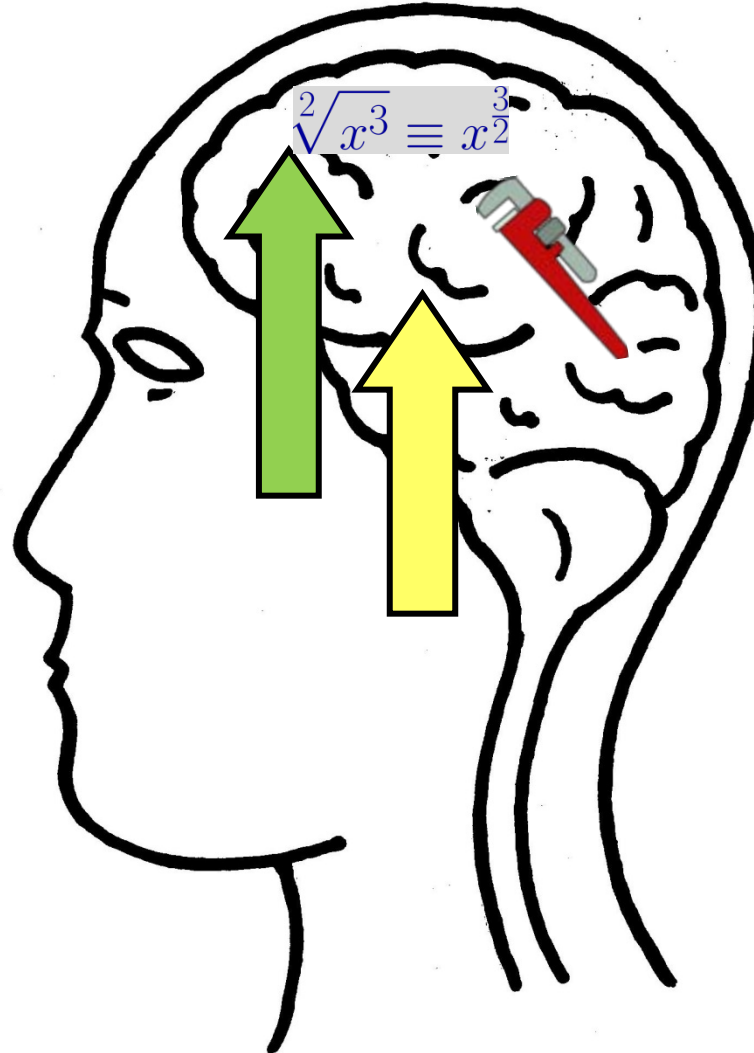
FAMILIAR
ACTION
PATTERNS

Go to your
“WORK ROOM”

Tool Box
Protocols
Procedures
Training
Connectivity
Mindfulness

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

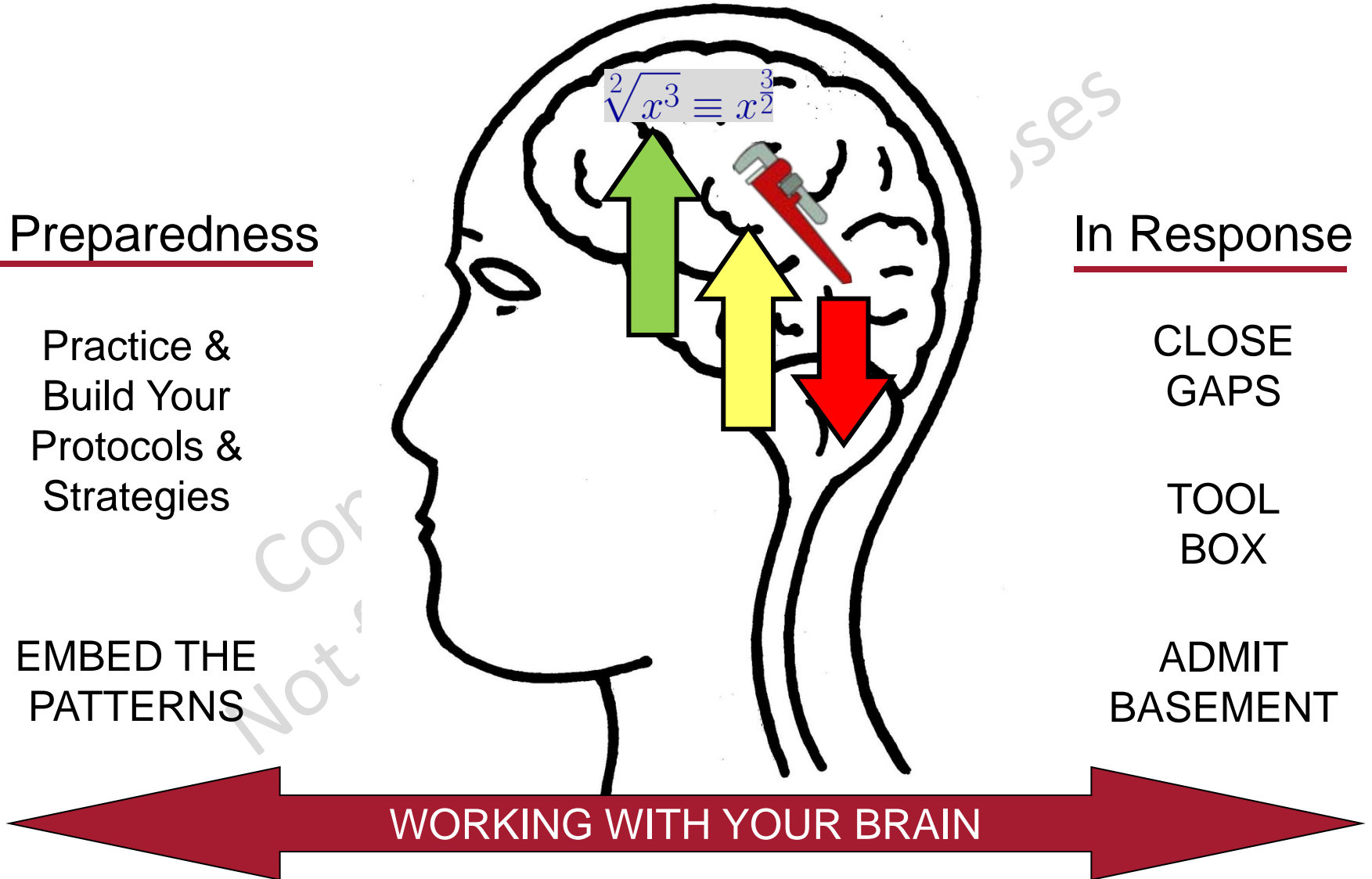
EMBED THE
PATTERNS

In Response

CLOSE
GAPS

TOOL
BOX

ADMIT
BASEMENT





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



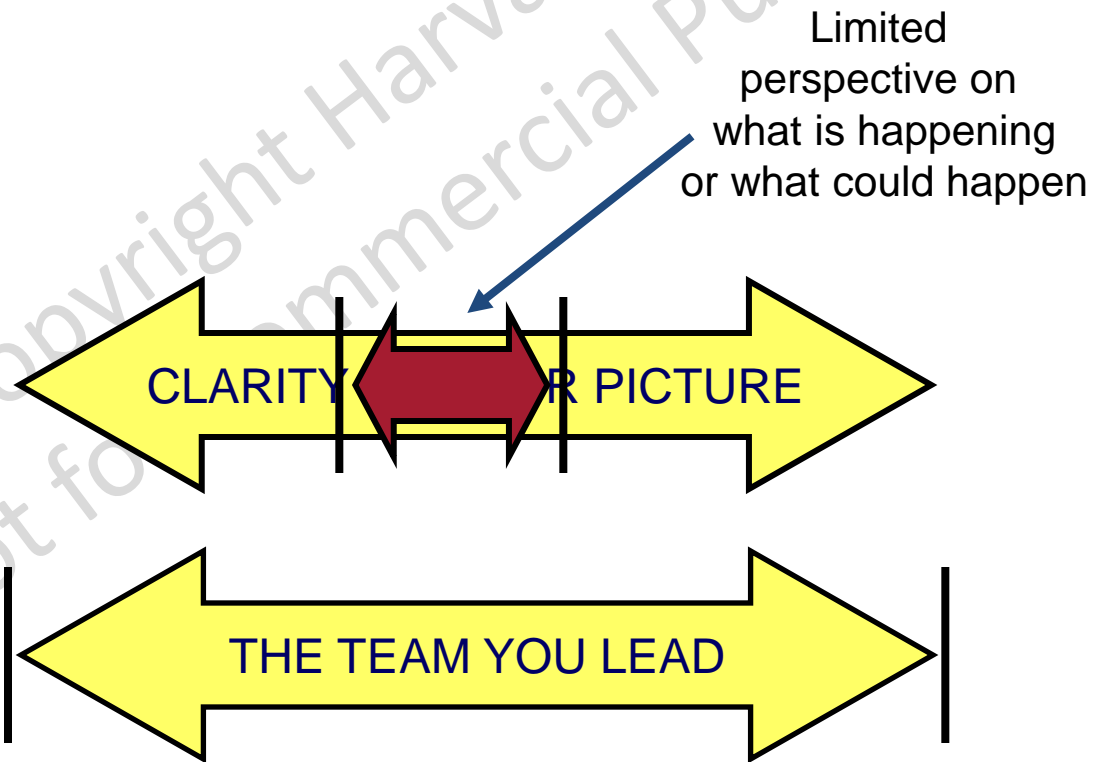
Deepwater Horizon

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

META-LEADERSHIP IN PRACTICE

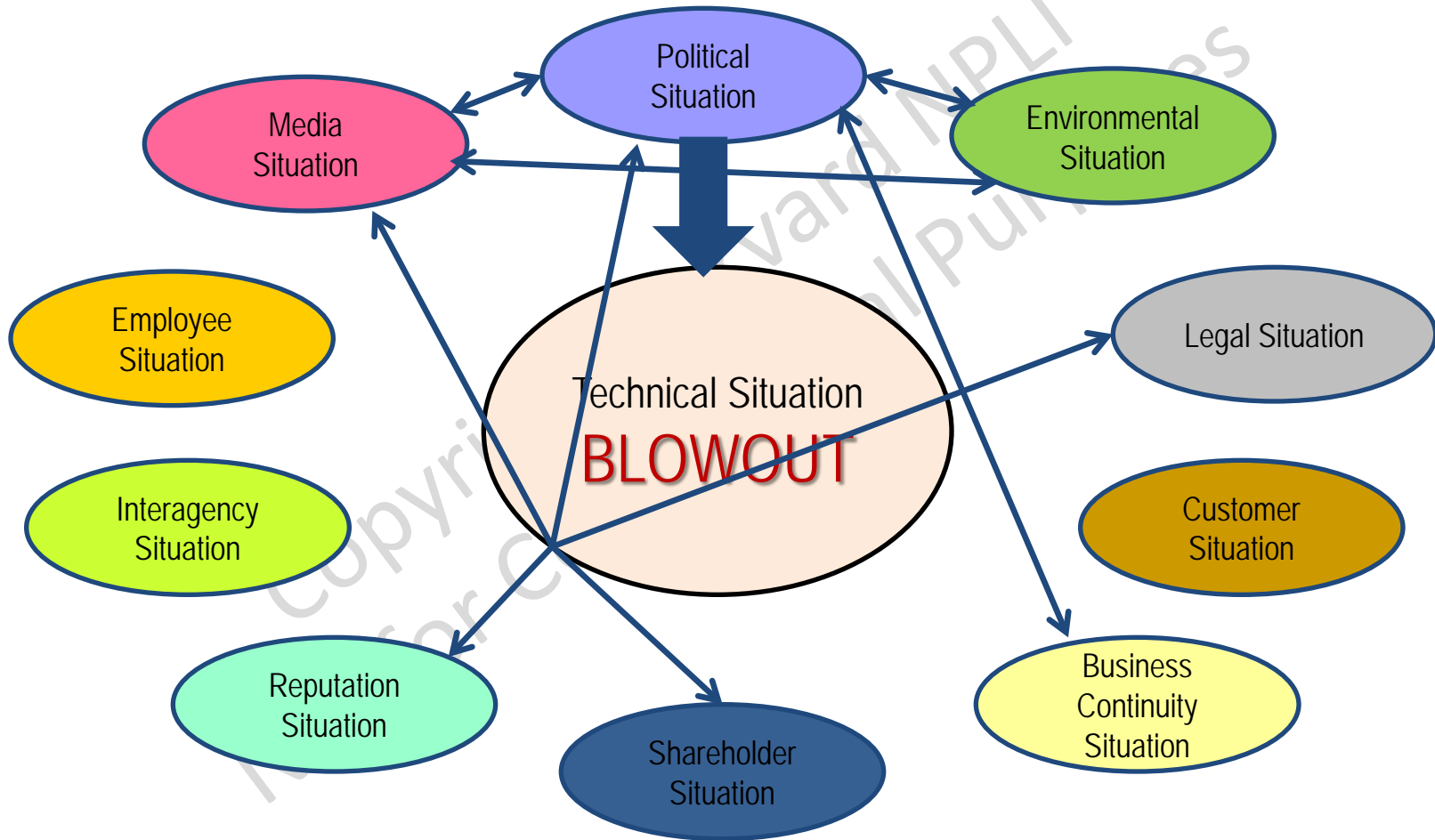
SCOPE OF THE SITUATION



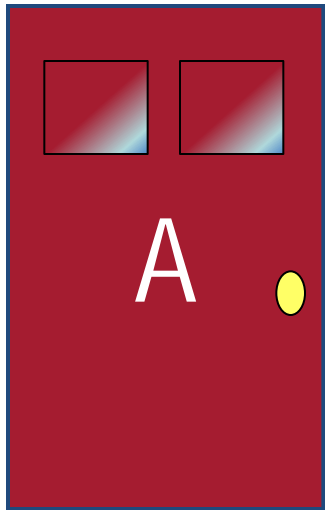


THE SITUATION: MACONDO

THE SITUATION MAP: MACONDO

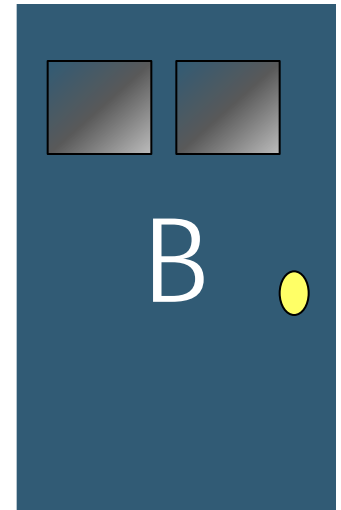


SITUATIONAL AWARENESS: RISK FILTERS



Pay \$\$\$

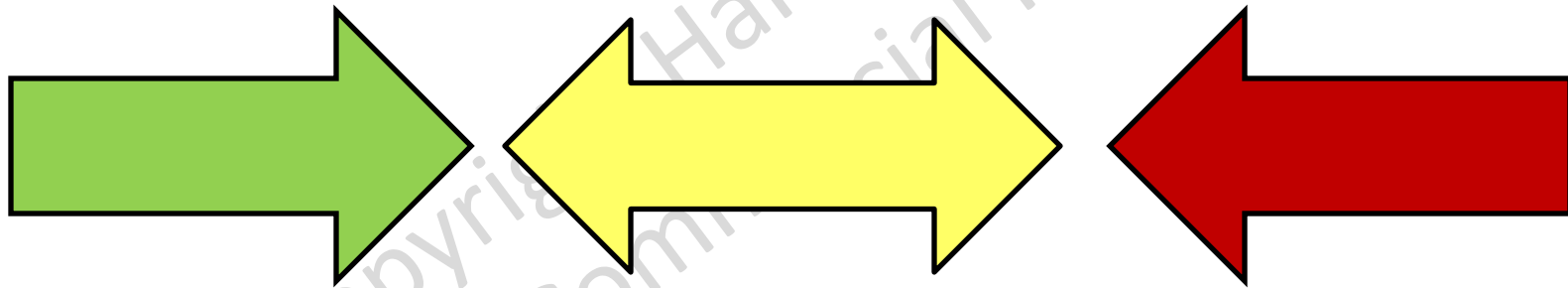
Get \$\$\$



Decision analysis: What criteria influence your decisions?

Same INFORMATION – Different interpretations & actions

FORCES SHAPING THE SITUATION



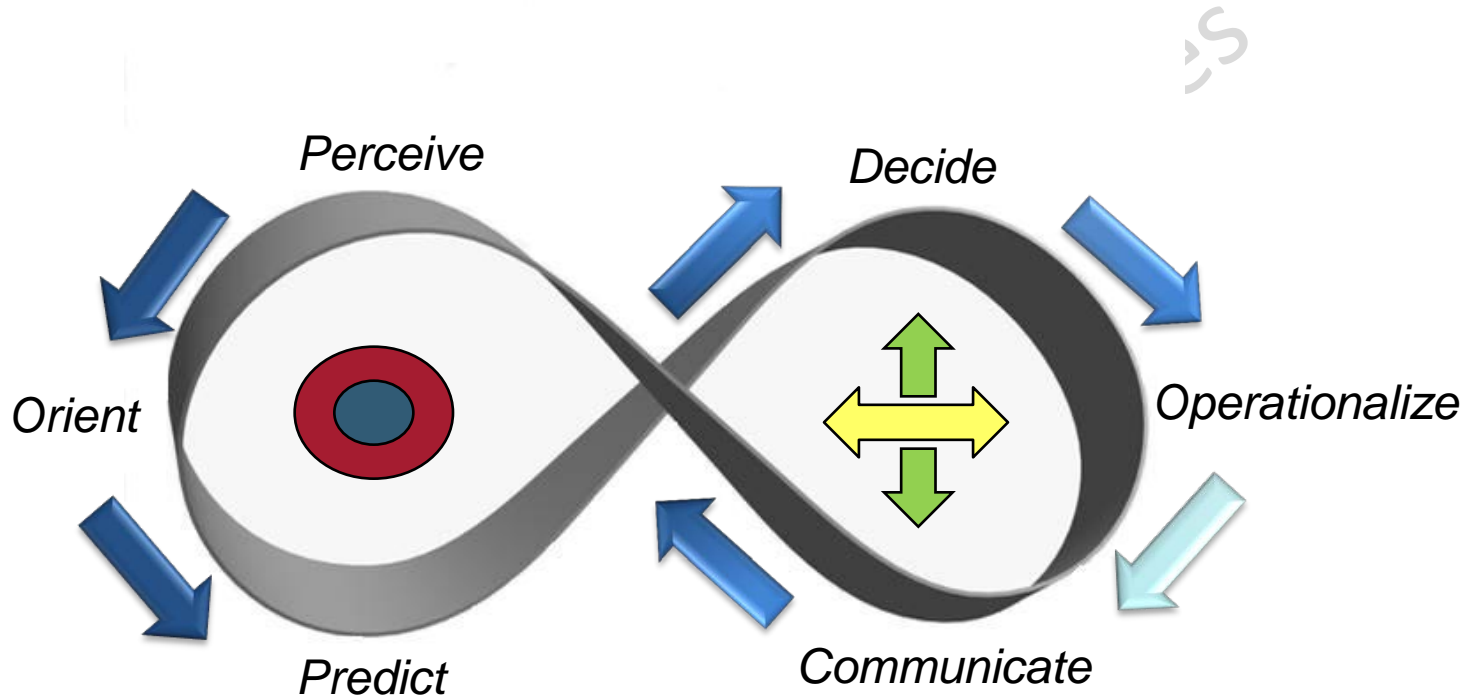
Forces
For

Forces
On the
Fence

Forces
Against

THE POP – DOC LOOP

Establishing Your Leadership Rhythm



THINKING
STEPS

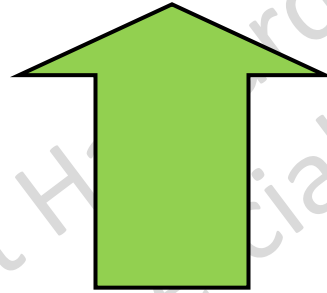
ACTION
STEPS

QUESTIONS FOR DISCUSSION

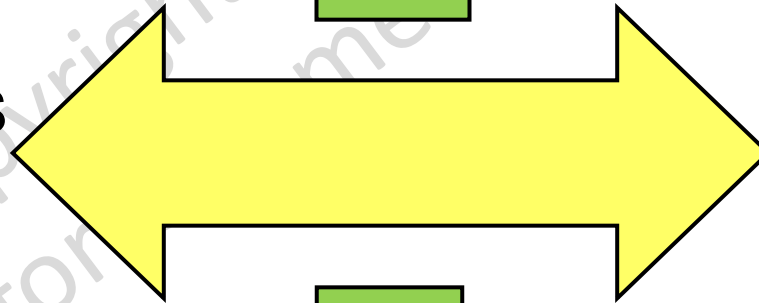
- Did you choose Door A or Door B? Did it change when you were paying or getting? What does this say about you?
- How accurate is your situational awareness & why?
- In your work, what are the forces for, against, and on the fence?

META-LEADING CONNECTIVITY

LEADING UP
To Your Boss

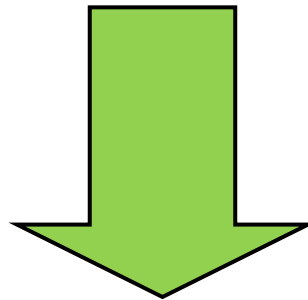


LEADING ACROSS
Other Units



LEADING BEYOND
Other Organizations

LEADING DOWN
You As Boss



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META-LEADING CONNECTIVITY

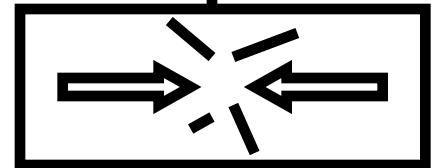
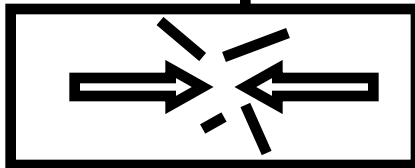
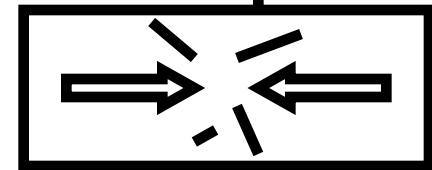
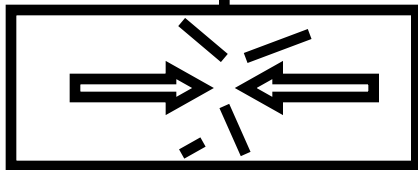
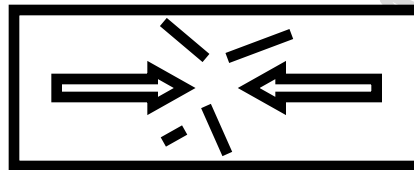
- Loyalty & recognition are omni-directional
- Building your team: “Dogs that hunt”
- What can I do to make you a success?
- Develop a robust team of leaders system-wide
- Learn & Teach

THE SHADOW OF EFFECT OF CONFLICT

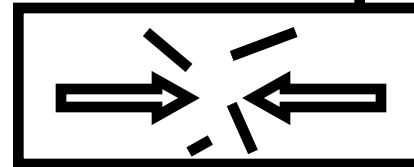
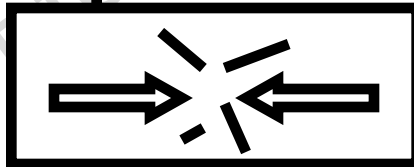
Focused

Issue specific

People - Leadership



Diffuse



Procedural

Impediments

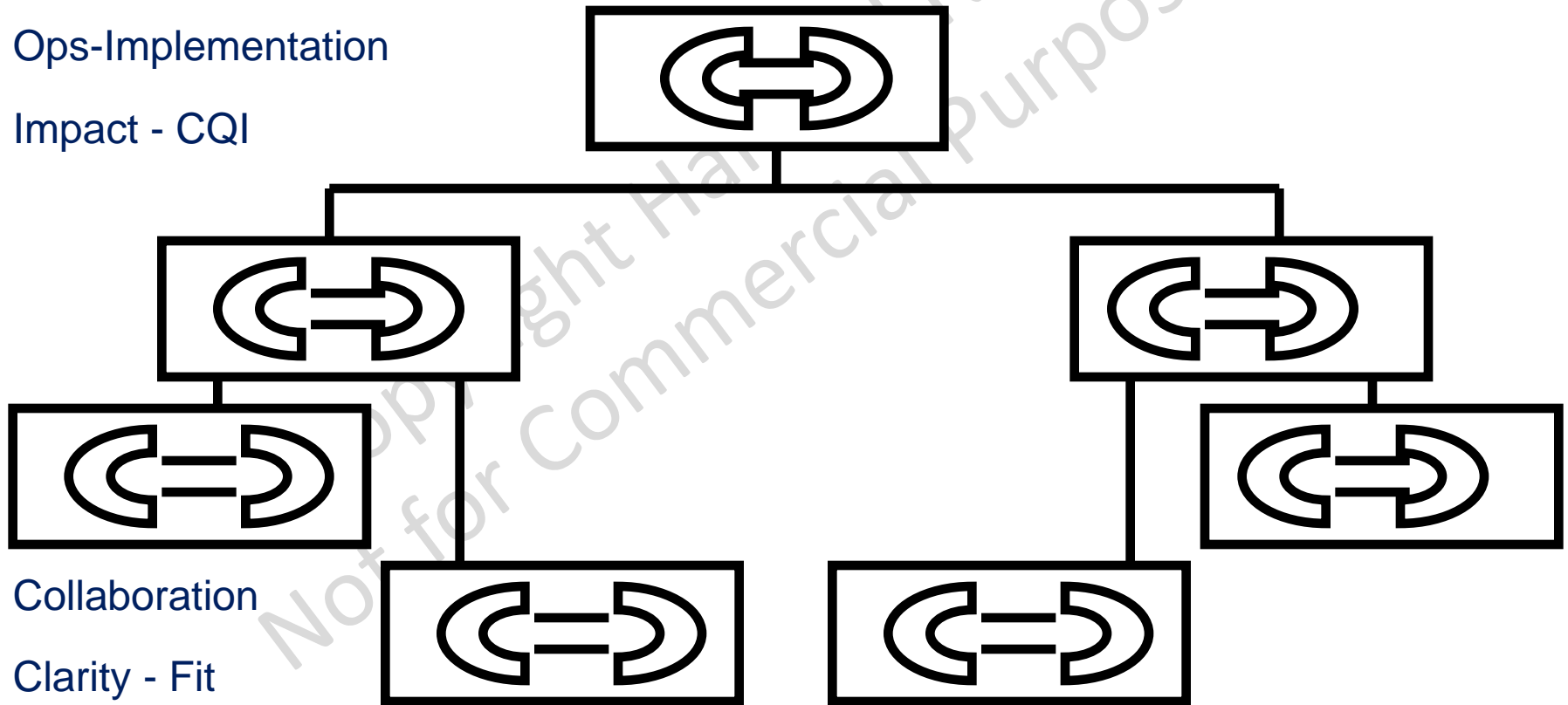
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THE SHADOW OF EFFECT OF COLLABORATION

Meta-Leadership

Ops-Implementation

Impact - CQI



Collaboration

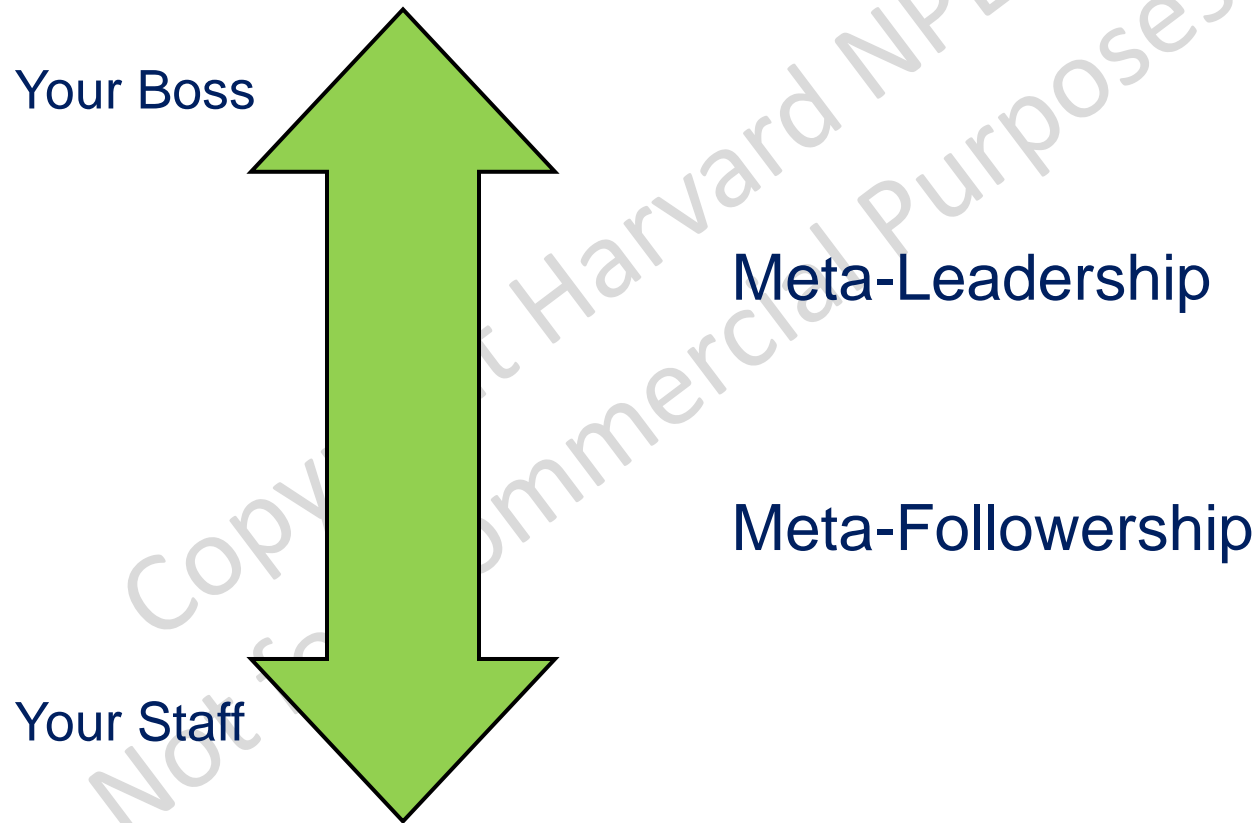
Clarity - Fit

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





**SPEAKING
TRUTH TO
POWER**

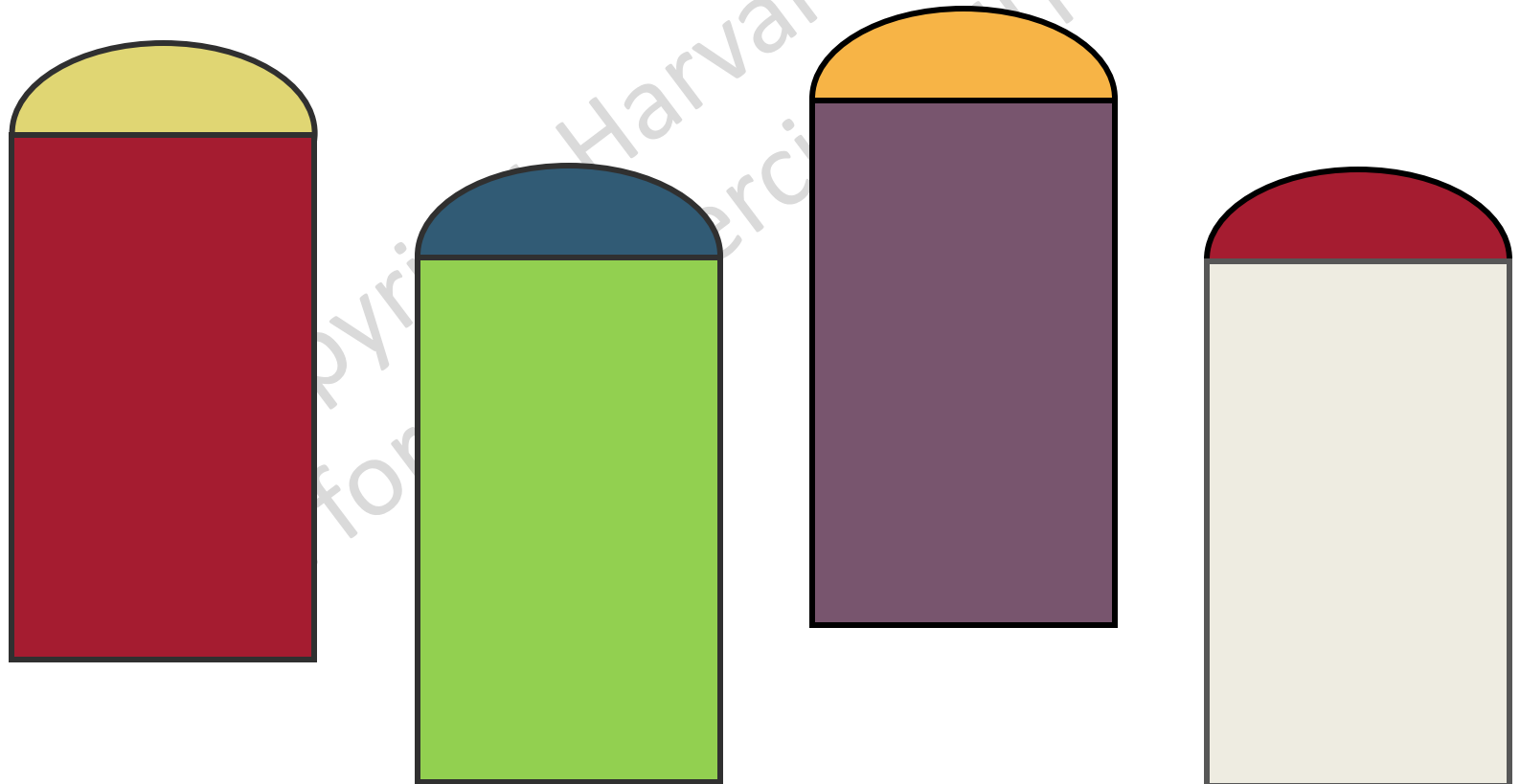
**HEARING
TRUTH TO
POWER**



**GET THE
VALUES &
MISSION
RIGHT**

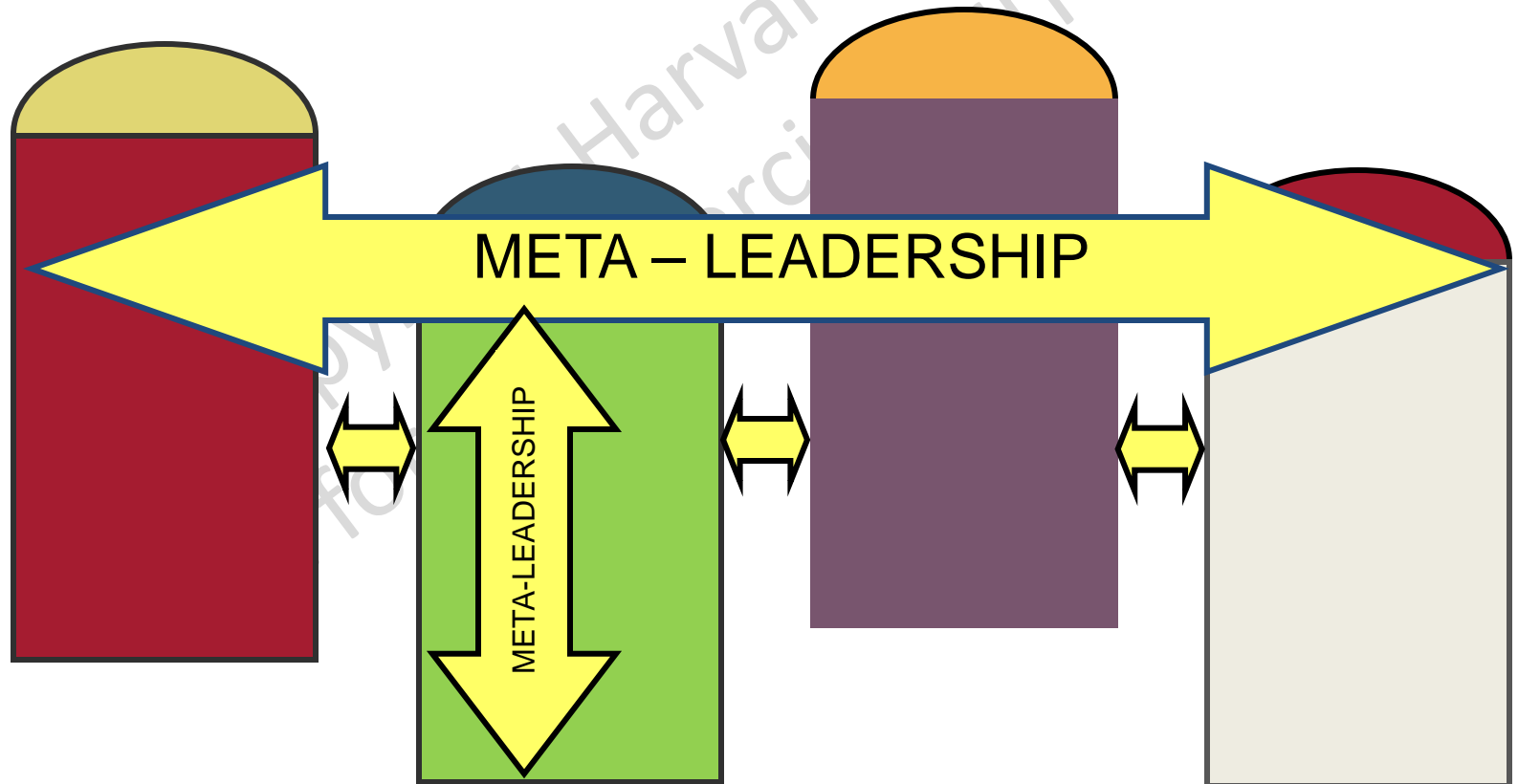
DIS-CONNECTIVITY

The “Silo” Mentality



DIS-CONNECTIVITY

Beyond The “Silo” Mentality



HORIZONTAL CONNECTIVITY

Across = Within your organization

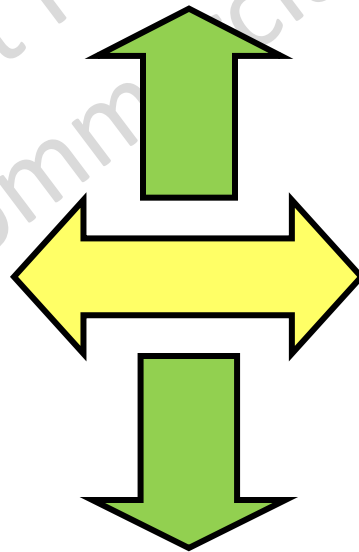
Beyond = Out to other organizations & sectors

- 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



**NATIONAL
PREPAREDNESS
LEADERSHIP
INITIATIVE**

Executive Education Program

Harvard School of Public Health

Harvard Kennedy School of Government



102 HOURS
LEADERSHIP OF THE
BOSTON MARATHON BOMBINGS RESPONSE

THE FINISH

April 15, 2013



2:49 P.M.



2:49 P.M.



THE AFTERMATH



2:50 - 3:12 pm



THE WESTIN HOTEL LEADERSHIP



Harvard NPLI
Commercial Purposes

CONNECTIVITY
OF EFFORT



PUBLIC TRANSPORTATION OPEN OR CLOSE?



Harvard NPLI
Special Purposes
Not for C

Tuesday
April 16



 **Boston Police Dept.** 
@Boston_Police 

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

 Reply  Retweet  Favorite  More

10,938 RETWEETS 343 FAVORITES 

2:33 PM - 17 Apr 13



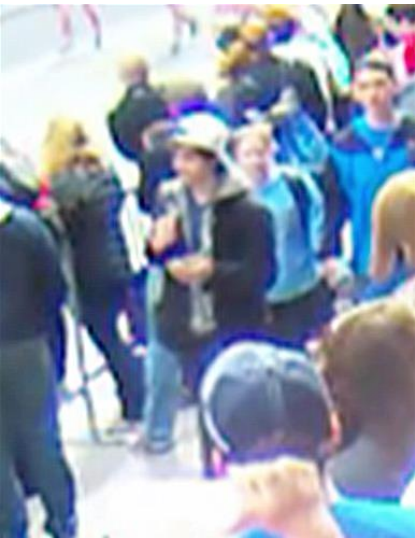
Wednesday
April 17

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.

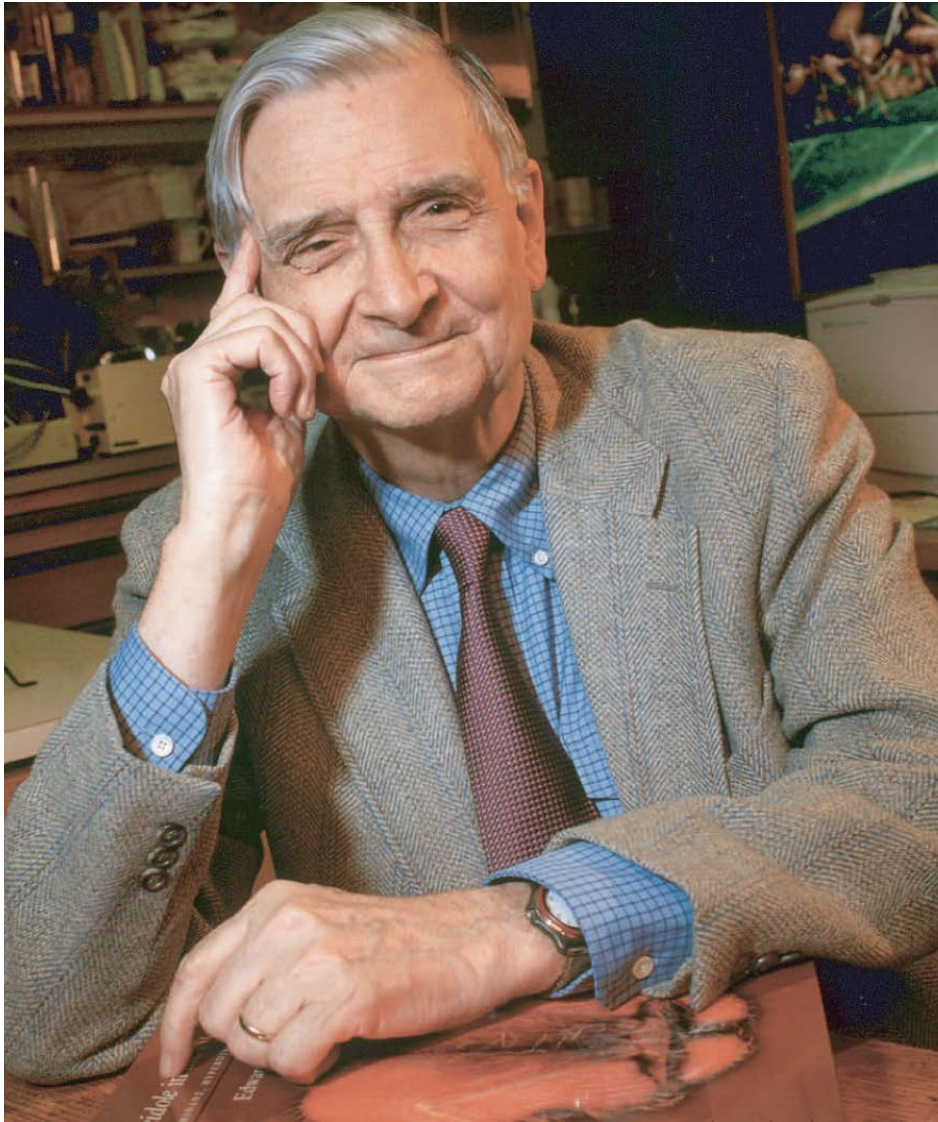


... and with remarkable results.



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





SWARM INTELLIGENCE

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

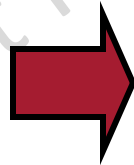
ZONE TWO

STRATEGY &
EXECUTION

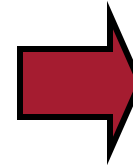
ZONE THREE

IMPACT &
ASSESSMENT

Effective
Meta-Leaders



VALUE...
ATTEND TO...
CONNECT...
LEVERAGE...
IMPROVE...



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

Measurable

Significant

Show Progress

Achievement

THREE ZONE META-LEADERSHIP

ONE ZONE TO THE EXCLUSION OF OTHERS

ZONE ONE

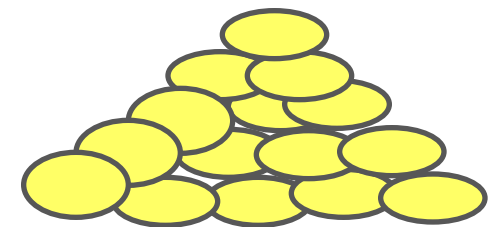
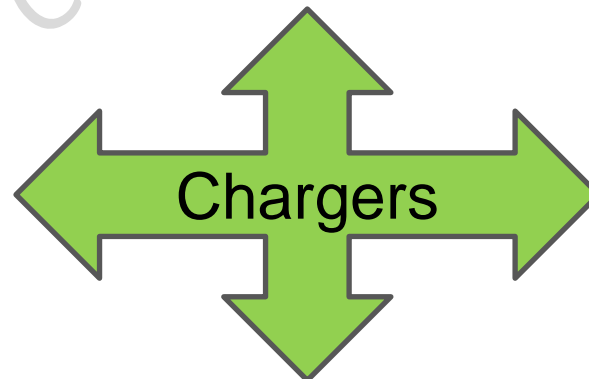
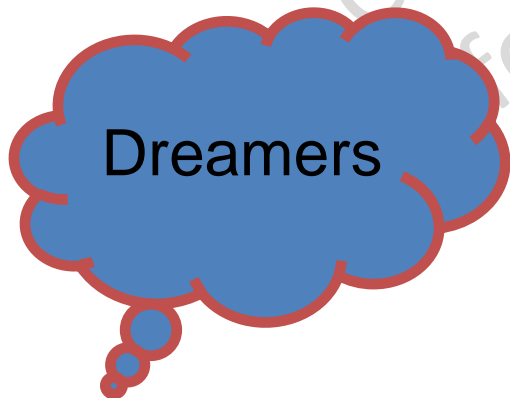
VISION &
MISSION

ZONE TWO

STRATEGY,
& EXECUTION

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

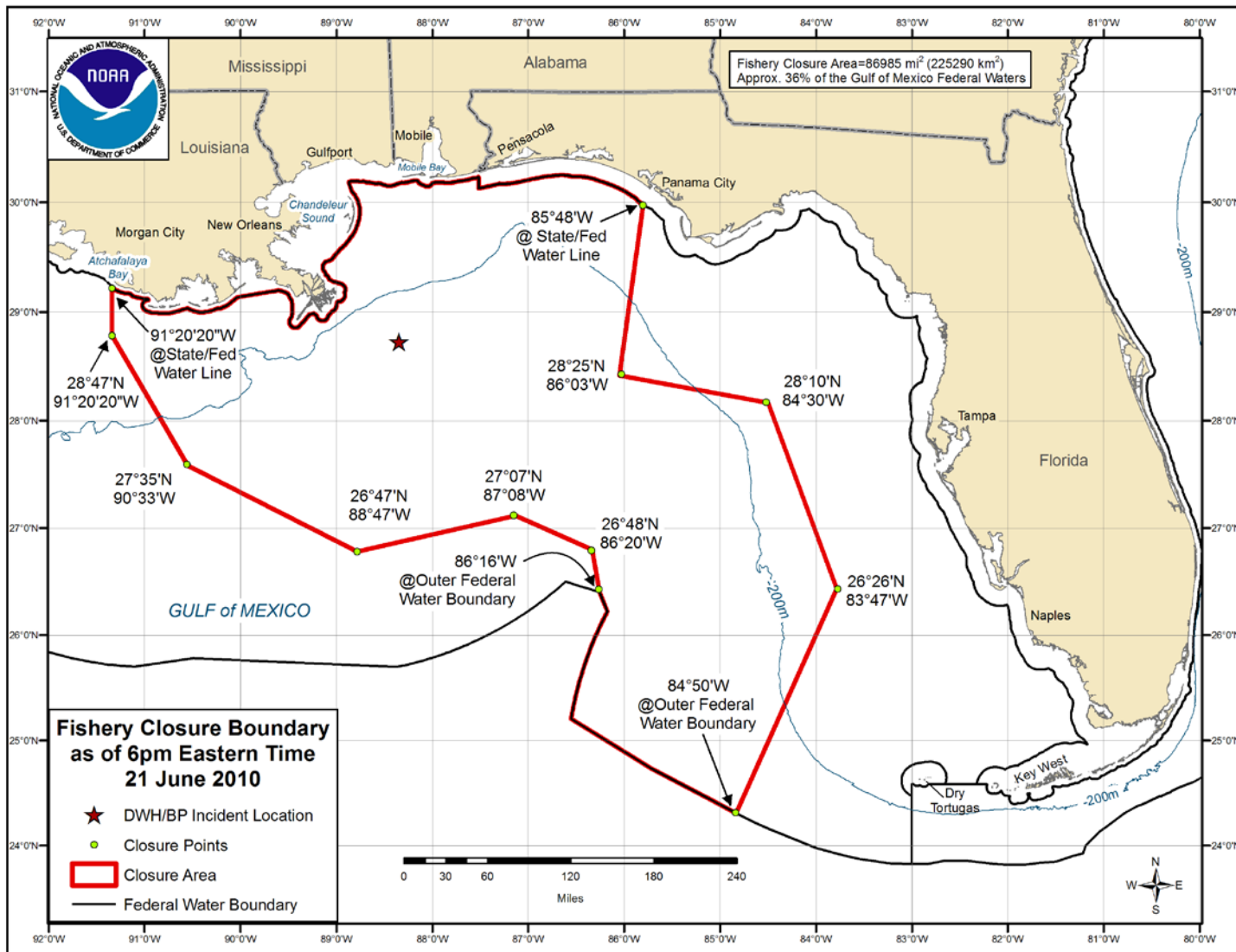
Understanding and Guidance

Driving Achievement

Responsibility and Accountability

LEADERSHIP OF THE DEEPWATER HORIZON OIL SPILL RESPONSE



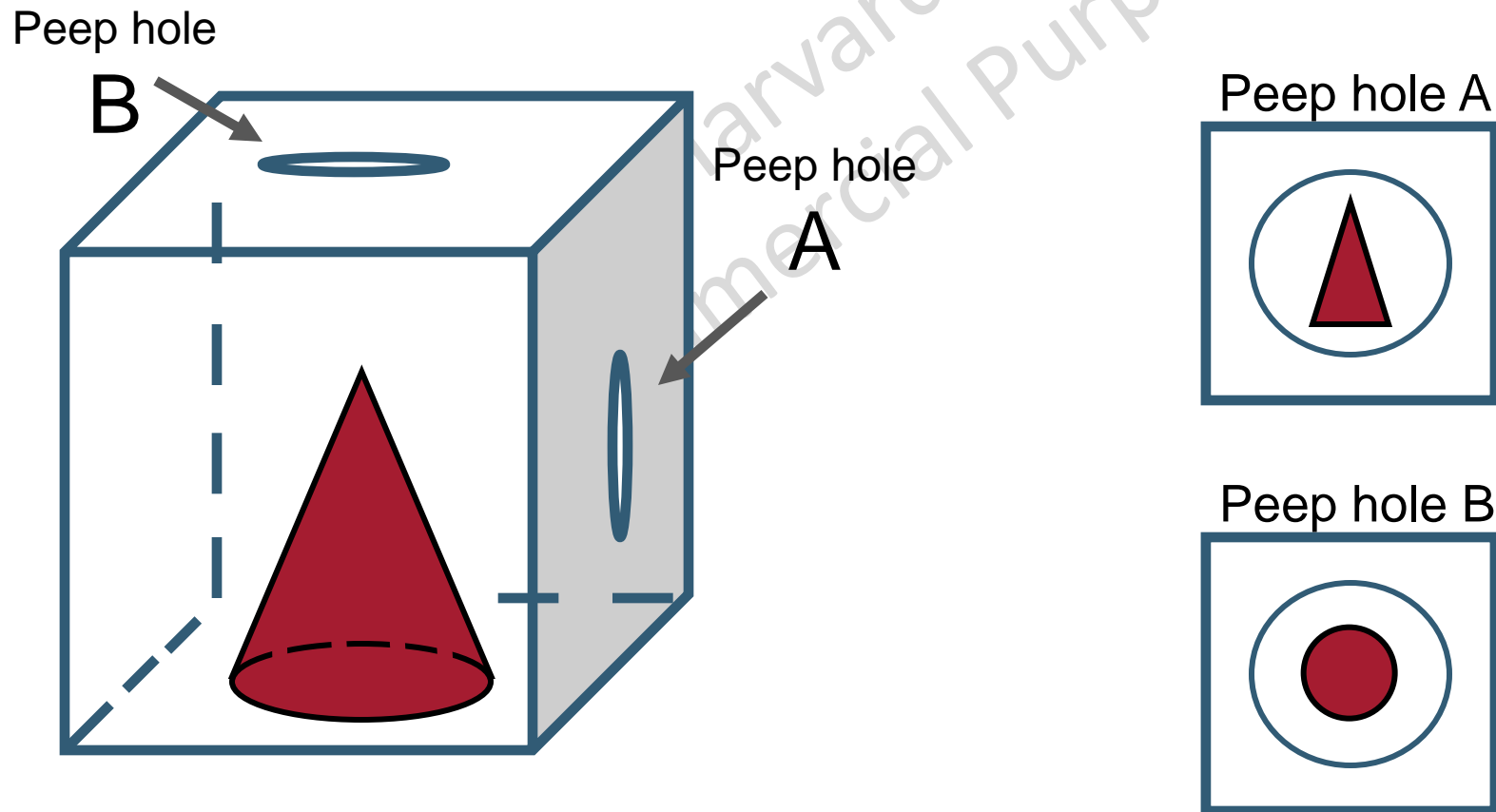


NEGOTIATION ASSIGNMENT

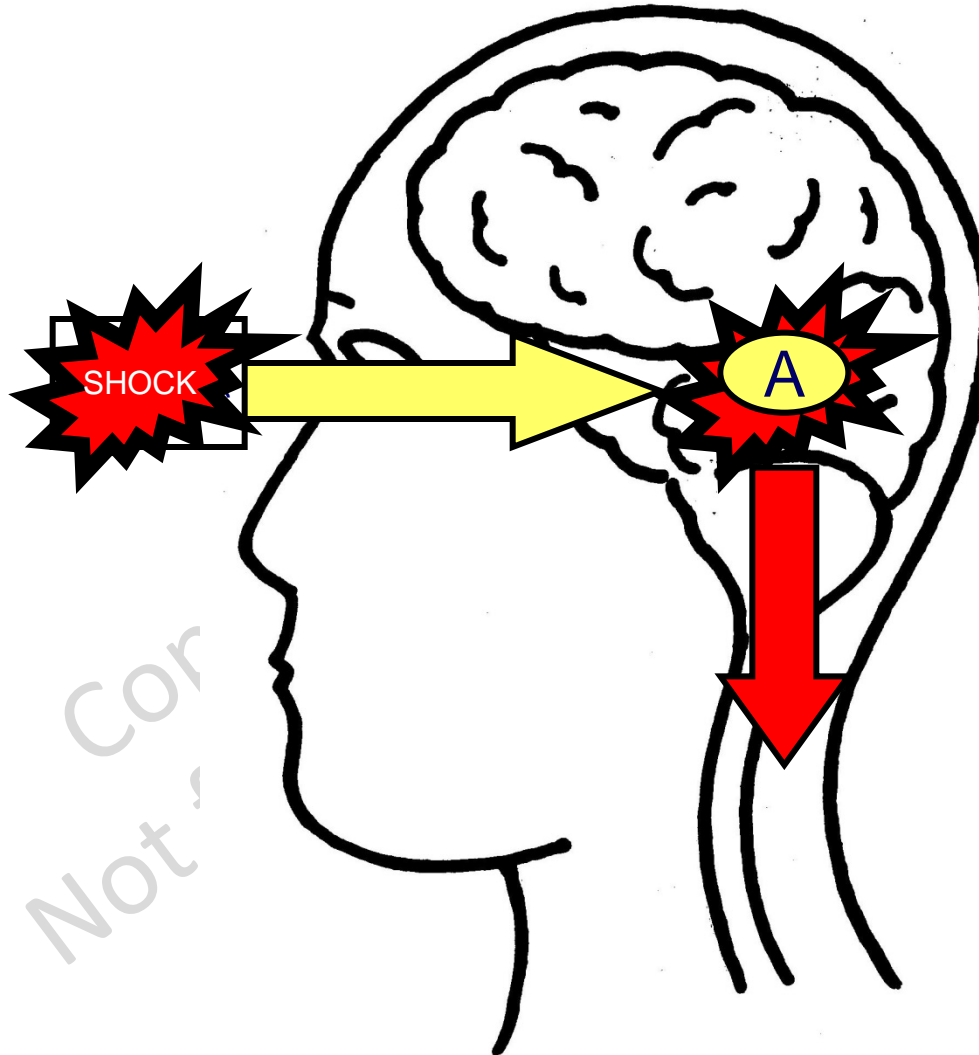


Complete the task as best as you can

DIS-CONNECTIVITY: THE DILEMMA OF THE CUBE



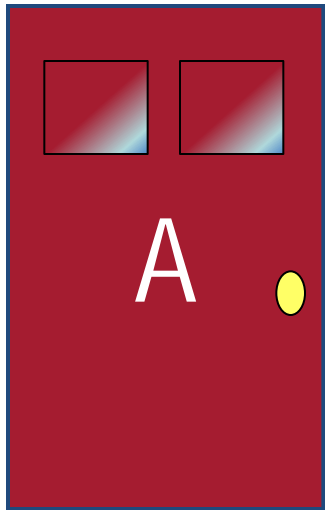
YOUR BRAIN: AMYGDALA HIJACK



Go to the
“BASEMENT”

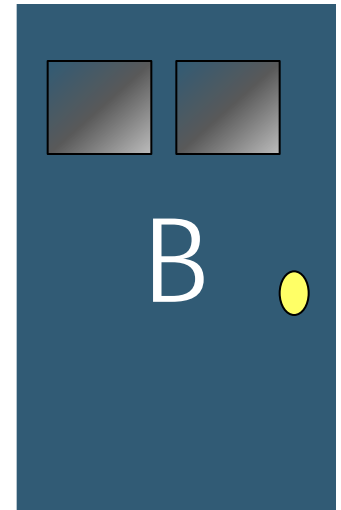
Triple “F”:
FREEZE
FLIGHT
FIGHT

SITUATIONAL AWARENESS: RISK FILTERS



Pay \$\$\$

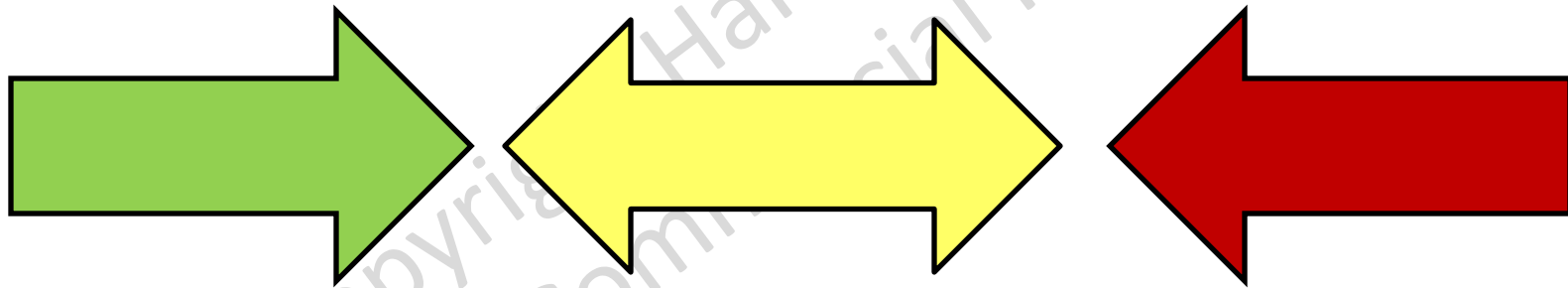
Get \$\$\$



Decision analysis: What criteria influence your decisions?

Same INFORMATION – Different interpretations & actions

FORCES SHAPING THE SITUATION



Forces
For

Forces
On the
Fence

Forces
Against



**NATIONAL
PREPAREDNESS
LEADERSHIP
INITIATIVE**

Executive Education Program

*Harvard School of Public Health
Harvard Kennedy School of Government*



THANK YOU!

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Crisis Meta-Leadership

Creating Unity of Effort

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The Meta-Leadership Framework and Practice Method were developed by the faculty of the National Preparedness Initiative, a joint program of the Harvard School of Public Health and Harvard's Kennedy School of Government. For more information on Meta-leadership, see Marcus, L., Dorn, B. Ashkenazi, I., Henderson, J. & McNulty, E. (2012). Crisis preparedness and crisis response: The meta-leadership model and method. In D. Kamien (Ed), *The McGraw-Hill Homeland Security Handbook*. New York: McGraw-Hill.

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