



Leadership in Times of Crisis – What Do We Know?

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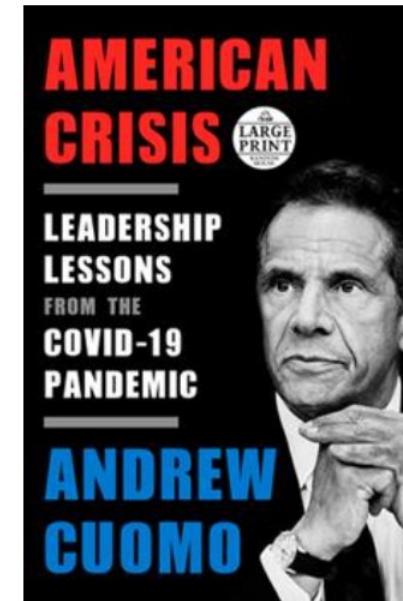
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So, just a few years ago....

- We would have thought of two names above all others in 2001 and then in 2020
- And then things changed... the men of the hour became their own disasters



Who Do You Think of When You Think of Great Crisis Leaders?

- President Franklin Delano Roosevelt – “We have nothing to fear, but fear itself”, 1933
- John F. Kennedy – Cuban Missile Crisis, 1962
- Ronald Reagan – Mr. Gorbachev, tear down this wall!” in 1987
- George HW Bush – reunification of Germany, Iraqi occupation of Kuwait
- Mayor Rudy Giuliani – September 11, 2001
- President Barack Obama – Newtown Shooting, Mother Emmanuel
- President Bill Clinton –Oklahoma Bombing
- CEO James Burke, J&J – during the Tylenol poisonings of 1982
- Governor Andrew Cuomo – March through December, 2020

Why Did you Think of Them?

- Empathy

- ☐ Joe Biden

- “I carry with me every day in my breast pocket an up to date list of all the Americans who have died due to COVID-19.”
 - “Think of all those families gathered around the living room table, and the empty seats that they have to face.”

- ☐ Rudy Giuliani

- The number of 9/11 dead would be "more than any of us can bear.”

- Transparency and Honesty

- ☐ James Burke: set up toll-free numbers manned by company employees. Sent 450,000 telex messages to doctors’ offices, hospitals and trade groups. Removed 31 million bottles of Tylenol from pharmacy shelves

- ☐ Andrew Cuomo: Pro - Daily Briefings, Con – Nursing Home Scandal

- Clarity and Simplicity of Vision and Communication

- ☐ “Tear down this wall”

Why Did you Think of Them?

- Competence

- ☐ Joe Biden

- 220 million vaccines in 100 days (under—promising and over-delivering)

- ☐ President Eisenhower

- Interstate Highway System

- ☐ General Russell Honoré

- Hurricane Katrina

- Delegation and Teamwork

- ☐ John F. Kennedy

- Cuban Missile Crisis Committee

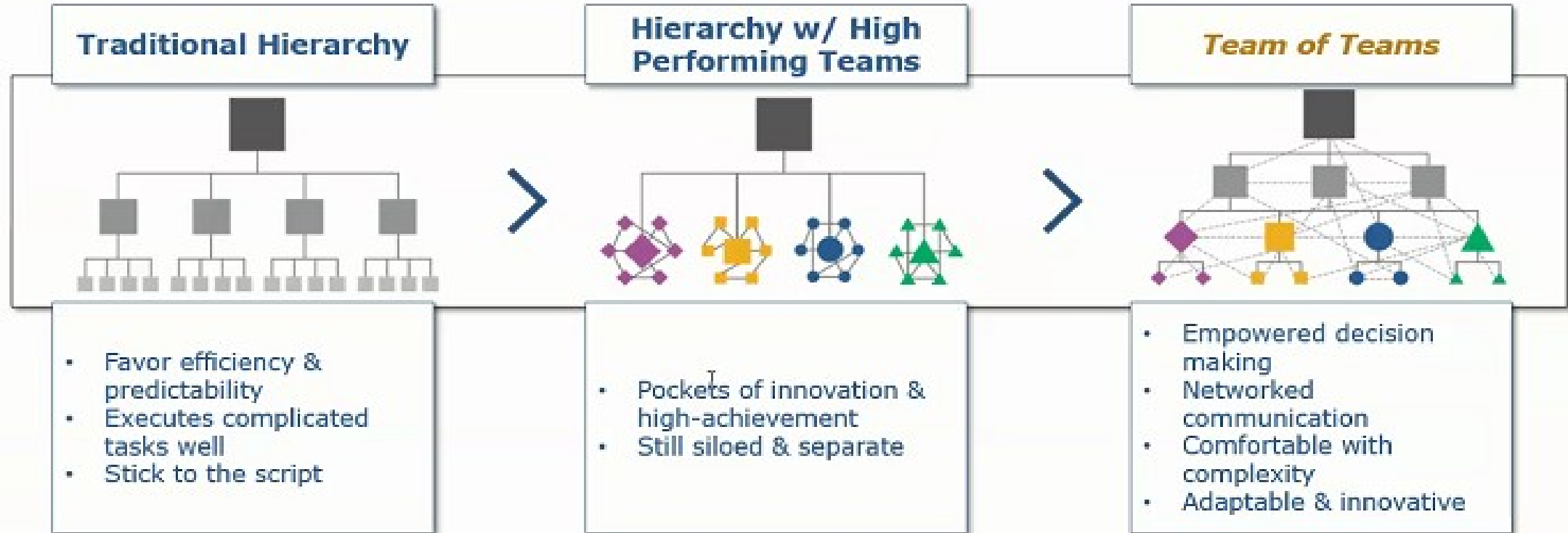
And now for a smattering of literature for
some key concepts

Leslie Grossman

- *Share your Vision.*
- *Share a Precise Strategy* to make the Vision a reality.
- *Be Clear and Direct* about the challenges being faced and the solutions.
- Leaders show *Respect* to their teams by *Consulting and Listening* to them.
- *Acknowledge your team* and your constituency for the contributions they are making.
- *Take Responsibility for your decisions* and admit to mistakes or missteps.
- Great leaders practice *Authenticity and Empathy*.
- Great leaders are *Inspirational*.

General McChrystal – “Team of Teams”

We retained the strengths of the old and added the benefits of the new



Donald Winnicott and Gianpiero Petriglieri

The “Holding Environment”

- Definition: The process by which another person, often an authority figure, contains and interprets what’s happening in times of uncertainty.
 - ❑ Containing - ability to soothe distress and inspire confidence that someone’s in charge and a path out of calamity is being developed
 - Policies, practices are being developed that help – and not just to protect leadership.
 - ❑ Interpreting
 - Ability to make sense of what’s happening and resolve confusion
 - Involves the sharing of data and its meaning in a way that adds clarity
- Holding is neither Cheer Leading nor Dishonesty
 - ❑ It acknowledges, even underscores the tragedy of the crisis and what was lost – that’s essential for the authenticity that true Holding provides
 - ❑ But it calls to hope and the possibility of meaning, by transforming tragedy into purpose

Steven Hobfoll

Five Essential Elements of Immediate and Mid-Term Mass Trauma Intervention: Empirical Evidence

Psychiatry, 70(4)

Authors: Steven Hobfoll plus 19 others
Very diverse/credible authors

The Five Elements:

Provide a sense of safety
Calming
Sense of self- and community efficacy
Connectedness
Hope

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PSYCHIATRY INTERPERSONAL AND BIOLOGICAL PROCESSES A Journal of the Washington School of Psychiatry	
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Hobfoll (con.) - Focusing on What People Want To know At Different Stages Suggested Matrix for Messaging & Intervention Strategies

	Preparedness	During Event/ Early Aftermath	Recovery Period
Provide sense of safety			
Calming			
Self & Community efficacy			
Connectedness			
Hope			

Information Is An Intervention

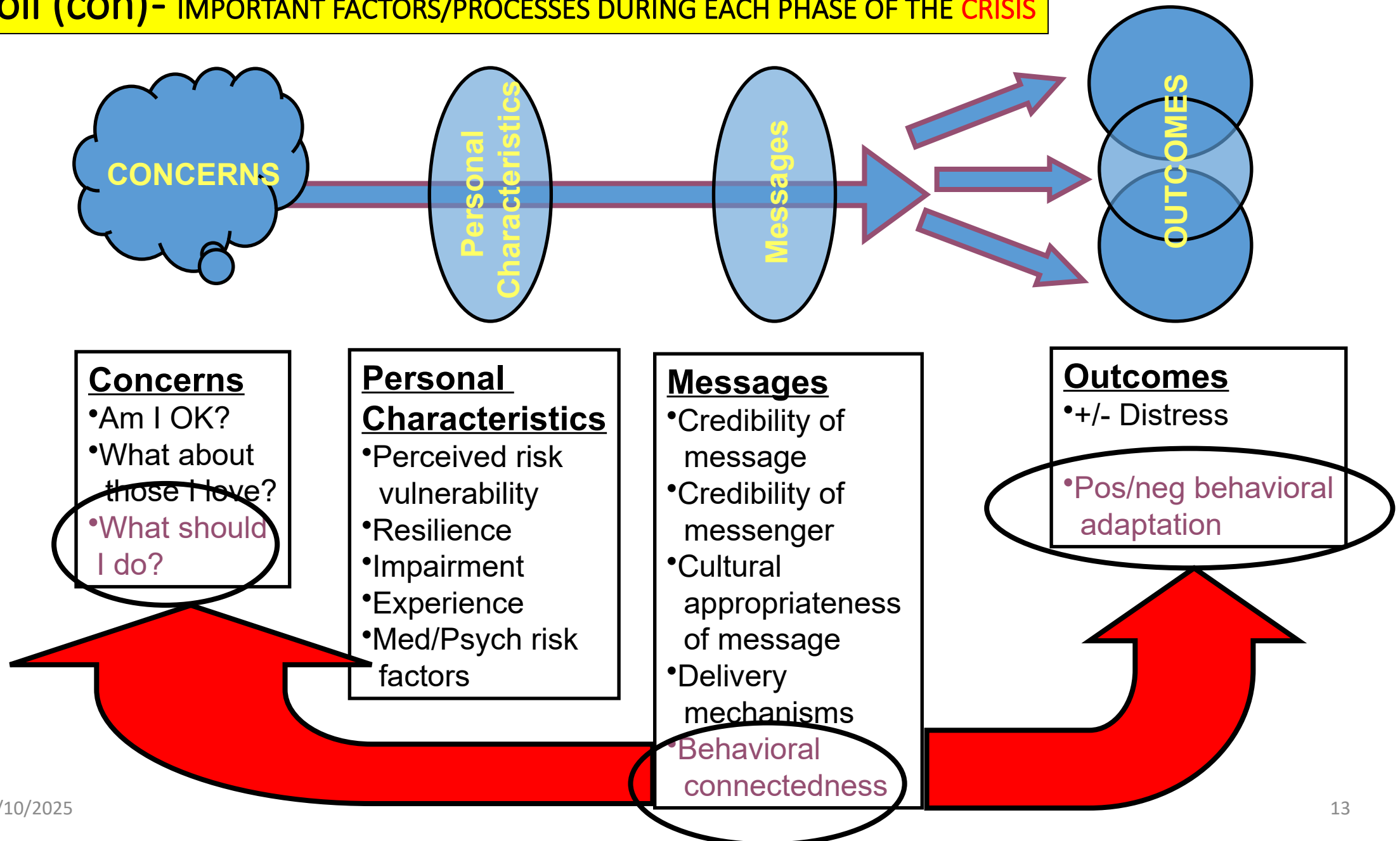
Hobfoll (con.)- The Basic Questions...

AM I OK?

WHAT ABOUT THOSE I LOVE?

WHAT SHOULD I DO?

Hobfoll (con)- IMPORTANT FACTORS/PROCESSES DURING EACH PHASE OF THE CRISIS



Boin, Kuipers, Overdijk (2013)

Crisis-Management

- Making things happen: crisis management is about organizing, directing, and
- Implementing actions that minimize the impact of a threat;
- Getting the job done: forging cooperation between previously unrelated agents; and
- Enabling “work arounds” when routines and resources do not work
- Fulfilling a symbolic need for direction and guidance

Boin, Kuipers, Overdijk (con.)

KEY EXECUTIVE TASKS

1. Early Recognition: Rapid awareness of impending danger, either by the leader or the culture the leader has developed and sustained.
2. Sense-Making: Understanding the nature, characteristics, consequences, and potential scope and effects of an evolving threat
3. Making Critical Decisions: Leaders should only concern themselves with strategic issues; they must avoid becoming entangled in operational decision making.
4. Orchestrating Vertical and Horizontal Coordination: Ensuring cooperation across multiple organizations, with differences in scope and span of authority, many of which may have never worked together before.
5. Coupling and Decoupling: Complex and tightly linked systems need: (a) either to be uncoupled, isolating problems in the system where problems began; (b) or coupled with those systems that are essential for the successful operation of all others.

Boin, Kuipers, Overdijk (con.)

KEY EXECUTIVE TASKS

6. Meaning Making: Leaders interpret the situation and provide “authentic hope and confidence.”
7. Communication: Disseminating timely and accurate information.
8. Rendering Accountability: Explain what was done before and during the crisis and why, and what worked and what went wrong.
9. Learning: Demonstrates that they can develop or adapt solutions to mitigate what went wrong and prevent recurrence of the same or similar problems.
10. Enhancing Resilience: Demonstrates the ability to recover from crisis, and adapt in a way that prepares for and prevents future crises.

Rudolph Giuliani

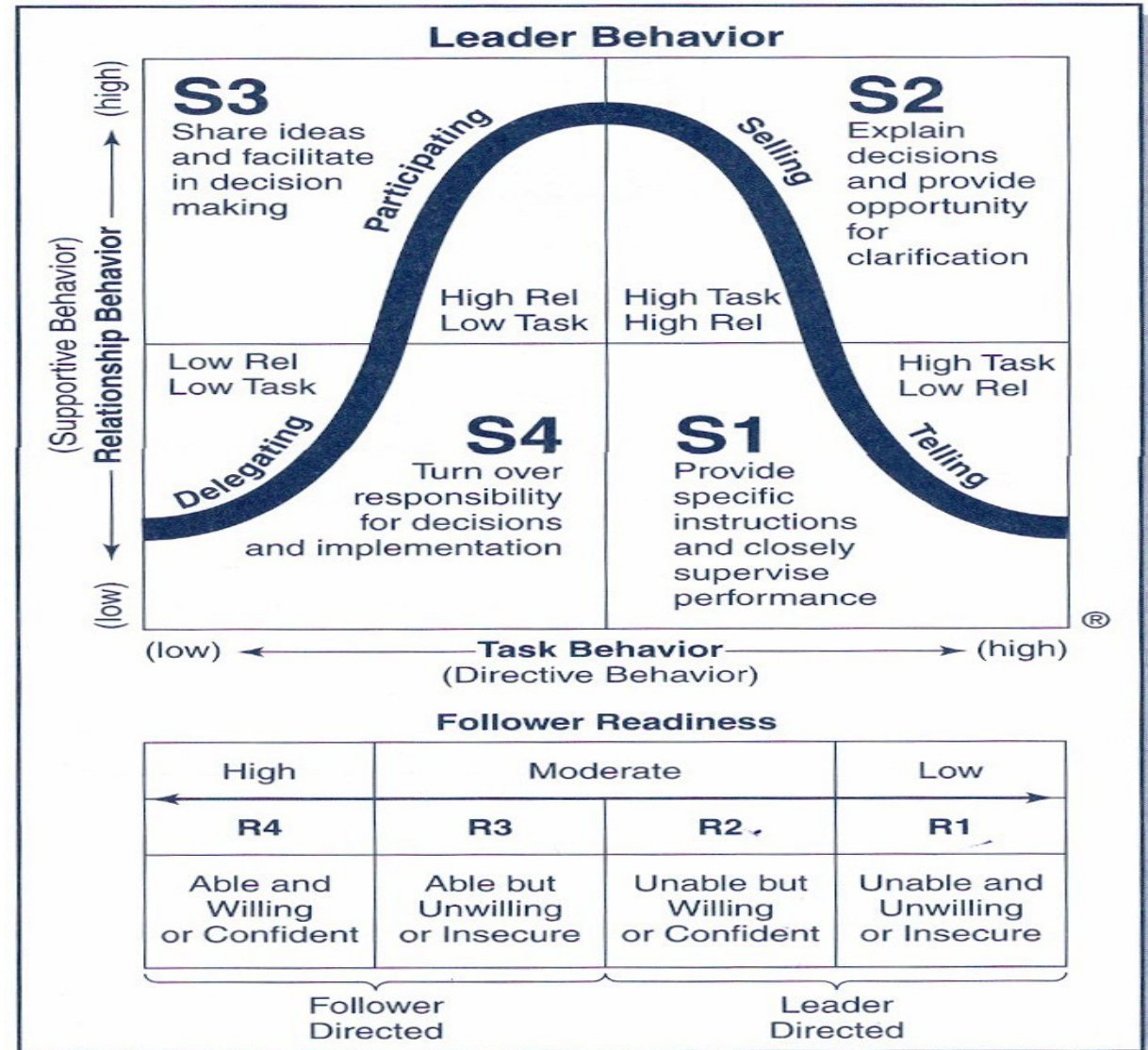
Preparedness Matters

“Creating reasons for those who work for you to establish their own culture of preparedness is part of being a good leader.”

“I believe in creating a culture that values preparedness and in passing that ethic from top down.”

Hersey & Blanchard

Situational Leadership - Matching Leadership Style to Readiness





Putting it All
Together – What
Leaders Need to
Do in Times of
Crisis

Putting it All Together – What Leaders Need to Do in Times of Crisis

- Prepare

- ❑ National Incident Management System (NIMS)

- Whatever the structures are in your organization, be certain they are fully in place and that all the team members involved are fully trained and reasonably practiced in its implementation
 - Make sure you know where your NIMS system fits in with the larger organizations in your community

- ❑ Hazard Vulnerability Assessment – fundamental to the HVA will be

- Pandemic Preparedness
 - No longer a “one off”
 - Transforming the nature and location of work and teamwork
 - Climate Change impacts
 - Societal Dislocation/Transformation
 - Centrality of Behavioral Health

- ❑ For each known and likely hazard, particularly those that may substantially impact, and even overwhelm your team -

- Identify your content experts who know the literature and/or who can access the best available information or content experts when most needed
 - Know the key metrics that you will need to consider when developing and implementing a plan

Putting it All Together (con.)

- Plan

- Have a plan or develop one

- If your HVA was on point and you're prepared, it's a plan you can pull off the shelf and implement, modifying it as necessary to fit the exigencies of the moment
 - If it's something you haven't had the opportunity to plan for, make sure your NIMS process is sufficiently flexible and adept that they can begin to stand up a plan for your review and approval
 - Do not let the perfect be the enemy of the good

- Plan Components (Flexible rather than Rigid, Recursive rather than One-Time)

- Goals (strategy) and Objectives (tactics or steps toward goals), each with concrete and measureable deliverables – this is the “What”
 - Specific assignments: who's doing what, and within specific time frames. This is the “Who” and the “When”
 - Operational Review Periods – where progress toward deliverables from the individuals specifically assigned report out their progress, with recommendations on any changes needed in deliverables, goals, objectives, assignments, or the overall plan
 - Must always review, re-evaluate and modify your plan based on the changing, ever-evolving nature of the crisis and our demonstrated success or lack thereof in managing it.

Putting it All Together (con.)

- Persuade (Vision+Strategy+Influence+Example)

- ❑ Everything's Political

- Definition: Activities associated with making decisions in groups, or other forms of power relations among individuals, specific to the distribution of influence, resources, power, and status
 - Remembers a Leader is by definition someone who has Followers.
 - If you have no Followers, you are NOT a leader, no matter your formal position or presumed status
 - Leaders only remain leaders to the extent they listen to and reflect and concentrate the will and interest of their Followers, or are able to ignite it

- ❑ The politics of persuasion involves

- Inspiration: Ability to articulate a Vision that is engaging and persuasive to one's Followers
 - Direction: Involves the articulation of Strategy, with Specific Plans, Policies and Practices, translating vision into a concrete plan, with specific, roles, assignments and resources
 - Perspiration: You have to be seen as someone who carries a load every bit as heavy as the one you asking your Followers to shoulder

Putting it All Together (con.)

- Communicate

- ☐ Share information in a timely and transparent fashion
- ☐ Keep your information simple, yet comprehensive
 - Avoid unnecessary complexity – consider 6th grade English - use dot points
 - Add Tables and Graphs
 - Repeat as necessary
 - But don't underestimate your audience – make sure they have the information they need to make fully informed decisions
- ☐ Consider daily (and virtual) town-hall meetings/briefings, and publish briefing documents for individuals who cannot attend and for those who need to read it to understand it, sometimes again and again to ensure understanding
- ☐ Be honest
 - Don't try to protect people from the truth – be honest and risk the “big dump,” acknowledging mistakes, including those that led to the crisis, and those made in responding to it.
 - The truth will out, and any effort to cover up will irreparably compromise your integrity and any remaining opportunity you have to be believed and get things done

Putting it All Together (con.)

- Coalesce (Teamwork)

- ❑ Listen, Consult, Delegate, Laud, and Focus

- Why listen? - 1. You don't know everything 2. Listening conveys respect
 - Why consult? - The world is too complex and crises often involve the arcane and esoteric. Experts are needed
 - Why delegate? YOU CANNOT DO IT ALONE - Leaders who do
 - Immobilize their key staff who will not feel empowered to act in the absence of the leader's involvement and imprimatur
 - Trigger resistance and resentment
 - Fail – because no one can know or do everything
 - Why Laud - By acknowledging and applauding the accomplishments of your team, you earn their respect, their love, and their willingness to work hard, of
 - Why Focus? - Leaders must 1. concentrate on the critical strategy, and 2. let their team members work on the tactics and operationalize the implementation of the vision/strategy

- ❑ Stand up your NIMS structure and let it operate

- ❑ Necessary Dialectic – hierarchical vs. distributed decision making

- Hierarchies matter – some decisions need to be vetted and approved up the chain
 - But highly stratified/rigid hierarchies get in the way of the dynamic, flexible, empowered decision-making, and networked communication that are required due to the complexity and fluidity so typical of most crises.
 - Connections matter – amongst distributed teams, hierarchies, outside organizations and the structures, and the horizontal and vertical connections between them

- ❑ Involves negotiating the balance between **Task-Related** leadership behavior and **Relationship –Related** Behavior based on the needs of your Followers– Situational Leadership

Putting it All Together (con.)

- Execute (Getting the job done)
 - ☐ Making the key decisions that enable the actions that mitigate threat and crisis
 - ☐ Authorizing the resources, financial, material, and human, your team needs to act and permitting them to reallocate the ones you give them as the exigencies requires
 - ☐ Forging cooperation between previously unrelated entities with whom your team had no or minimal relationship
 - ☐ Authorizing new policies, and deleting or adapting existing policies, enabling “work arounds” when past procedures, practices, routines and resources do not work in managing the crisis
 - ☐ Scanning the horizon for new threats, weaknesses or opportunities, and adapting and modifying the plan as necessary
 - ☐ Fulfilling the symbolic need every team needs from its leader, to know someone is in charge, has their back, and will bear the responsibility for their success or failure

Putting it All Together (con.)

- Hold

- ☐ Interpret for your team
 - Help them make sense of what's happening
 - Render accountability – this is what happened and why – without attributing blame
 - Share the data and its meaning in a way that adds clarity
- ☐ Acknowledge, even underscore, the **tragedy** of the crisis and what was lost – that's essential for the **authenticity** your team needs to see
- ☐ Recognize the distress that your team is experiencing and -
 - Convey through your confidence and competence that you can manage it and lead them through it to the other side
 - With policies and procedures that makes their lives better
- ☐ Stress **hope** and the possibility of **meaning**, by transforming tragedy into **purpose** and connecting that purpose to the organization's mission and their part in it
- ☐ **Validate** their greatness – enable them to see themselves as the heroes of their own saga

Putting it All Together (con.)

- Care

- ☐ Involves clearly communicating that you care for your team – their health, their welfare, the importance of their lives outside of work, their worry for their loved ones who are also impacted by the crisis
- ☐ That because you care, you are taking steps to attend to their care needs – physical, psychological, and spiritual
 - PPE and Other safety needs
 - Enabling them to reach out to family and loved ones, preserving the work life balance even in the midst of incredible overtime
 - Opportunities for mourning and celebration
- ☐ That you value self-care – demonstrating it in your behavior and the tools and resources you provide for your team members to practice theirs
- ☐ Recognize and support the connection between care and resilience
 - Import and centrality of behavioral health

Thank You

Questions and Discussion??