



Responsive Leadership at Critical Moments

Incidents

Think beyond data...

Storm, hurricane, blizzard, flood

Earthquake

Mud slide

Fire (internal, local, regional)

Local/regional power outage

Criminal activity (internal, building, external)

Civil Disruption

Strikes

Violence

Terrorism

Internal contaminants

HVAC disruption

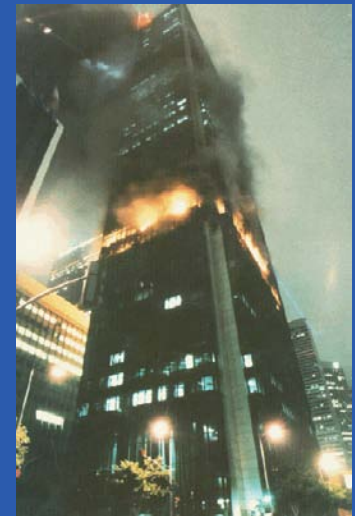
Infrastructure disruption

“Sick building”

Financial crisis

Local/regional hazmat incident

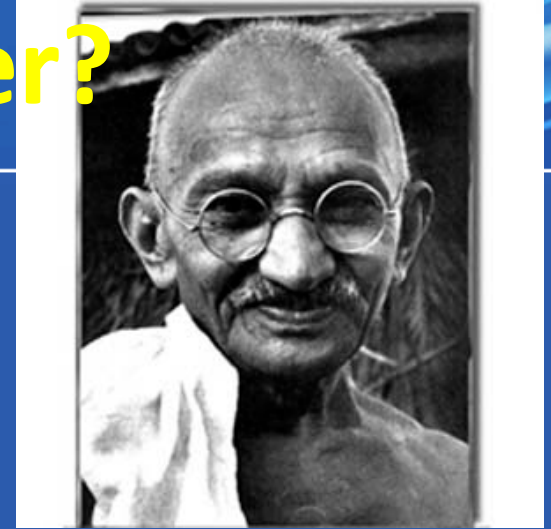
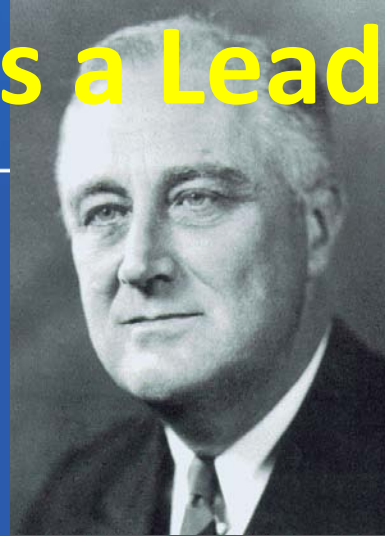
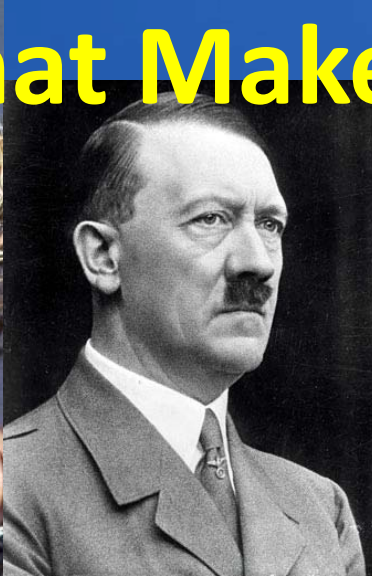
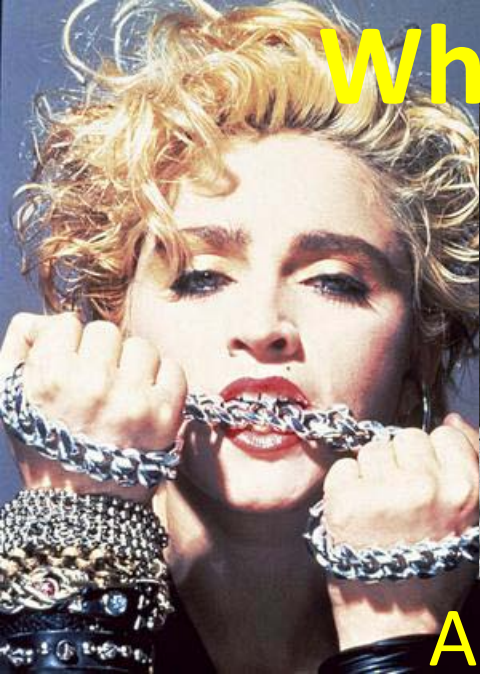
Pandemic



Qualities of Leadership

- Honesty
- Good communicator
- Straightforward
- “regular guy”
- Can relate to others
- Trustworthy
- Calm
- Understanding of people
- Gets things done
- Sees the big picture
- Confident
- Political
- Risk taker
- Thinks outside the box
- Charismatic
- Lucky... right place... right time

What Makes a Leader?



Ability to influence others



Beliefs
&
Behaviors



Different Kind of Leadership

- Most “C” level are not trained or prepared in CM...
 - Not in their job description...
unless EMS, public safety, military... mostly tactical
- Different leadership styles/skills are required...
 - Work Culture*
 - Type of crisis
 - Stage of crisis
- Example: car accident...surgery
 - Rescue personnel, ER, surgeon/ anesthesiologist/nursing care, rehab, follow-up physician



Crises: “adaptive” vs. “technical”

- Adaptive work is required when deeply held beliefs are challenged, when values that made for success are less relevant, and when legitimate yet competing perspectives emerge.”

Harvard Business Review:

Building Personal and Organizational Resiliency

A Survival Guide for Leaders

- 9/11, Tylenol, VT shooting, Katrina, Wall Street melt-down

Two Styles of Leadership Culture

- **Theory E: Economic**
 - Good for rapid changes with an economic, structural focus
 - Top down decision making
 - Limited input/involvement from employees
 - Motivate through financial incentives, promotion, security
- **Theory O: Organizational**
 - Takes time
 - Cultivates input from employees
 - Less hierarchical... encourages participation from the bottom up
 - Motivate through commitment, movement and empowerment

Managing Change & Transition
Harvard Business School Publication

Strategic vs. Tactical



Examples

Strategic

- Sports team
 - Owner, coach
- Military
 - Joint Chiefs, Cmdr
- Police Dept
 - Chief, Municipality
- Human Body
 - Brain

Tactical

- Sports team
 - Captain, players
- Military
 - On the ground troops
- Police Dept
 - Officers, SWAT
- Human body
 - Organs, vessels, skeletal

Communication

Trust: Make it, shake it, break it



Trust Shakers and Breakers

- Inconsistent messages
- Inconsistent standards:
 - Willingness to tolerate incompetence
 - Favoritism
 - Killing messengers
- False reassurances & Denial of painful realities
- Unwillingness to adapt to challenges & changes
- Surrounded with “yes men/women” “Group Think”
- Little pre-existing relationship... “shoes on the ground floor”

Trust Makers

- Do not ignore... address all issues and uncertainties
- Face time... visibility and availability
- Address all stakeholders
- Describe (on-going) action plan
- Clear guidelines and expectations of each role
- Describe services
- “if you mess up, dress up and ‘fess up”
- Three words:

Communication, communication, communication

Characteristics of Communication



Operationalize

Show up & Suck it up

Shut up & Listen up

Raise 'em up & Back 'em up

Follow up & Stand up

Rest up